United Nations A/67/605

General Assembly

Distr.: General
3 December 2012

Original: English

Sixty-seventh session
Agenda item 155
Financing of the United Nations Stabilization Mission in Haiti

Budget performance of the United Nations Stabilization Mission in Haiti for the period from 1 July 2011 to 30 June 2012

Report of the Secretary-General

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Summary

The total expenditure for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2011 to 30 June 2012 has been linked to the Mission's objective through a number of results-based-budgeting frameworks grouped by components, namely, democratic development and consolidation of State authority; security, public order and development of the rule of law; human rights; humanitarian and development coordination; and support.

During the reporting period, MINUSTAH underwent a partial drawdown of its post-earthquake surge capabilities pursuant to Security Council resolution 2012 (2011). In that context, the Mission maintained its overall objective to restore peace and security and to further the constitutional and political process in Haiti. In the wake of the January 2010 earthquake, this overall objective entailed preserving the gains made in the area of stabilization since 2004 and facilitating humanitarian, recovery and reconstruction activities.

However, the difficult relationship between the executive and legislative branches of the Government significantly limited the capacity of MINUSTAH to fully support the Government in its reforms aimed at political stability, and as a result, most of the expected accomplishments in the related component were not met. The Mission continued to assist the Government in maintaining a safe and secure environment, and progress was made in supporting the reform of the rule of law, advancing the promotion of human rights, and facilitating humanitarian assistance, recovery efforts and development coordination.

MINUSTAH incurred a total expenditure of $739.8 million for the reporting period, representing a resource utilization rate of 93.2 per cent (compared to $810.6 million in expenditure for an utilization rate of 94.9 per cent in the prior 2010/11 period).

The unspent balance of $53.7 million for the reporting period was primarily attributable to the partial drawdown entailing the repatriation of 1,600 military contingent personnel and 600 formed police personnel ($34.2 million). Efficiency measures implemented by the Mission also resulted in a savings of $7.9 million against the apportionment.

Human resources incumbency levels for military and formed police personnel were lower than planned owing to the partial drawdown of personnel (average of 8,060 and 2,167 compared to the planned 8,672 and 2,352, respectively). With respect to civilian personnel, average incumbency for international staff was lower than planned (average of 417 compared to the planned 428).

Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2011 to 30 June 2012.)

			Variance	
Category	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Military and police personnel	377 977.9	362 874.5	15 103.4	4.0
Civilian personnel	170 348.4	160 864.7	9 483.7	5.6
Operational costs	245 190.8	216 029.4	29 161.4	11.9
Gross requirements	**793 517.1**	**739 768.6**	**53 748.5**	**6.8**
Staff assessment income	18 070.0	17 245.5	824.5	4.6
Net requirements	**775 447.1**	**722 523.1**	**52 924.0**	**6.8**
Voluntary contributions in kind (budgeted)	–	–	–	–
Total requirements	**793 517.1**	**739 768.6**	**53 748.5**	**6.8**

Human resources incumbency performance

Category	*Approved*[a]	*Actual (average)*	*Vacancy rate (percentage)*[b]
Military contingents	8 940	8 060	9.8
United Nations police	1 351	1 236	8.5
Formed police units	2 940	2 167	26.3
International staff	475	417	12.2
National staff	1 287	1 154	10.3
United Nations Volunteers	277	226	18.4
Temporary positions[c]			
International staff	193	147	23.8
National staff	245	201	18.0
Government-provided personnel	100	76	24.0

[a] Represents the highest level of authorized strength.
[b] Based on monthly incumbency and approved monthly strength.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section V of the present report.

I. Introduction

1. The budget for the maintenance of the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2011 to 30 June 2012, set out in the report of the Secretary-General of 9 March 2011 (A/65/776), amounted to $810,305,000 gross ($792,235,000 net). It provided for 8,940 military contingent personnel, 4,391 police personnel, including 100 categorized as Government-provided personnel and 2,940 in formed units, 668 international staff, 1,532 national staff inclusive of 186 National Professional Officers, and 277 United Nations Volunteers, including temporary positions.

2. In paragraph 55 of its related report of 28 April 2011 (A/65/743/Add.15), the Advisory Committee on Administrative and Budgetary Questions recommended that the General Assembly appropriate $793,305,000 gross for the period from 1 July 2011 to 30 June 2012.

3. The General Assembly, by its resolution 65/256B, appropriated an amount of $793,517,100 gross ($775,447,100 net) for the maintenance of the Mission for the period from 1 July 2011 to 30 June 2012. The total amount has been assessed on Member States.

II. Mandate performance

A. Overall

4. The mandate of the Mission was established by the Security Council in its resolution 1542 (2004) and extended in subsequent resolutions of the Council. The mandate for the performance period was provided by the Council in its resolutions 1944 (2010) and 2012 (2011).

5. The Mission is mandated to help the Security Council achieve an overall objective, namely, to restore peace and security and to further the constitutional and political process in Haiti. In the wake of the January 2010 earthquake, this overall objective entails preserving the gains made in the area of stabilization since 2004 and facilitating humanitarian, recovery and reconstruction activities.

6. Within this overall objective, during the reporting period, the Mission contributed to a number of accomplishments by delivering related key outputs, shown in the frameworks below, which are grouped by component: democratic development and consolidation of State authority; security, public order and development of the rule of law; human rights; humanitarian and development coordination; and support.

7. The present report assesses actual performance against the planned results-based-budgeting frameworks set out in the 2011/12 budget. In particular, the performance report compares the actual indicators of achievement; that is, the extent to which actual progress was made during the period against the expected accomplishments, with the planned indicators of achievement, and the actual completed outputs with the planned outputs.

B. Budget implementation

8. During the reporting period, MINUSTAH provided its support to Haiti in addressing challenges to political stability, enhancing the capacity of the national police and judicial and correctional institutions, increasing State capacity to protect the rights of vulnerable groups affected by the earthquake, and supporting the delivery of humanitarian aid and recovery efforts.

9. Pursuant to Security Council resolution 1944 (2010), a comprehensive assessment of the security environment was conducted in June 2011. The assessment determined that, while the security situation could easily deteriorate owing to serious and ongoing political deadlocks between the executive and legislative branches of the Government, the earthquake had not resulted in a general breakdown of law and order, and the security situation overall remained calm. Consequently, by its resolution 2012 (2011), the Security Council authorized a partial drawdown of 1,600 military contingent personnel (from the authorized strength of 8,940) and 1,150 formed police personnel (from the authorized strength of 4,391, including United Nations police and Government-provided personnel). These reductions commenced during the second part of the 2011/12 period, and as a result, the average vacancy rate for the reporting period for military contingent personnel was 9.8 per cent, compared to the 3 per cent planned, and 26.3 per cent for formed police personnel, compared to the 20 per cent planned.

10. In line with efforts to draw down the Mission's post-earthquake surge capacities to pre-earthquake levels, MINUSTAH also conducted a detailed review of its civilian staffing structure. In parallel to the review, a recruitment freeze was implemented in December 2011 to minimize the number of posts/positions that would be redundant as a consequence of the review of the civilian staffing establishment. As a result, the average vacancy rate for the reporting period for international staff was 12.2 per cent, compared to the 10 per cent planned.

11. Furthermore, the political climate during the reporting period was marked by a difficult relationship between the President and the Parliament, and the absence of a Prime Minister for nearly three months contributed to paralysing progress in the development of a consensual legislative agenda, the adoption of a national budget, and the publication of a calendar for the forthcoming partial legislative, municipal and local elections. In the second half of the reporting period, difficulties regarding the constitutional amendments and the establishment of the future Permanent Electoral Council have also challenged the development of functional relations between the executive and legislative branches, significantly limiting the capacity of MINUSTAH to fully support the Government in its reforms.

12. Despite these challenges, and within the context of the drawdown of the Mission's post-earthquake surge capabilities, as elaborated in paragraphs 9 and 10 above, the Mission, through its relevant institutional components, promoted political dialogue among all sectors of Haitian society and, in particular, Haitian political actors. MINUSTAH worked with the presidency and other elements of the executive branch to promote a more constructive relationship with Parliament. MINUSTAH good offices contributed to the successful ratification in May 2012 of a new Prime Minister, the appointment of the President of the Supreme Court, the establishment of the Superior Council of the Judiciary, and the publication of the constitutional amendments, as adopted by Parliament in May 2011, and announced by the

President of Haiti in June 2012, which included, inter alia, the simplification of the procedure for the establishment of a Permanent Electoral Council, a streamlined parliamentary ratification process for the Prime Minister, and a call for 30 per cent representation of women in State institutions. The Mission also supported the drafting process for a new electoral law, the preparation of an elections budget and timetables and a full training package for administrative staff of the Permanent Electoral Council, in addition to preparing logistics plans for the upcoming local and partial legislative elections. Furthermore, MINUSTAH continued supporting the capacity-building of the State at both national and local levels, and assisted with the preparation of the municipal budgets and the 2006-2011 municipal performance reports.

13. MINUSTAH also continued to assist the Government in maintaining a safe and secure environment, as well as ensuring progress towards the reform and restructuring of the Haitian National Police and the institutional strengthening of the judicial and correctional systems. The Mission provided technical assistance in devising a development plan for the Haitian National Police for the period 2012-2016 and continued its mentoring of the police force on community policing while providing technical and logistical support to various ministries and local administrations to develop and implement community violence reduction projects. Recruitment by the Haitian National Police remained a challenge, and it was not possible to reach the expected number of 1,200 new cadets during the reporting period, owing to difficulties faced in the recruitment process, particularly during the medical examination phase. Furthermore, the deployment of functional Haitian National Police coast guard personnel was limited to only two departments, owing to the difficulties in the construction of Killik Maritime Base in South Department. In maintaining a safe and secure environment, the Mission increased the number of daily joint patrols with national police in critical areas of the country, including major camps for internally displaced persons. Although the security environment was affected by an aggressive protest campaign by members of the former armed forces and young "recruits" in many parts of the country, the movement was eventually contained and neutralized without casualties, by the Haitian National Police with the support of MINUSTAH. The military component continued to provide security at various checkpoints and United Nations installations in order to prevent and deter the escalation of security threats, and provided security escorts to humanitarian organizations. In the fight against criminal activity, MINUSTAH conducted a total of 94 joint operations with the Haitian National Police during the reporting period, leading to the arrest of 556 individuals, including 81 suspected gang members. Several successful operations, such as HOPE (2011) and MERITAS I and II (2012), as well as Buckle Port-au-Prince, focused on disrupting gang activities in the Port-au-Prince area. In March 2012, Operation Sunrise was conducted to support the Haitian National Police in disarming paramilitary groups and removing them from several Government buildings and bases. The operation ultimately resulted in the clearing of all paramilitary camps throughout the country.

14. Assistance to correctional institutions was provided through the training of corrections officers on management, administration, registration and health issues, as well as through day-to-day mentoring. However, Haitian detention conditions remained short of international norms regarding cell space, hygiene, medical services and access to open air. Furthermore, although efforts to reduce illegal and prolonged pretrial detention, through the review of pretrial cases, resulted in the

release of numerous individuals, the growing number of new arrests has resulted in a continued high rate of pending detention cases.

15. The Mission continued reporting and investigating human rights violations in camps for internally displaced persons, violations committed by the Haitian National Police, incidents of forced returns and violations against children. It actively engaged in the capacity-building of Haiti's rule-of-law institutions to protect victims of abuse and prosecute violators. Technical support was also provided to the protection cluster to ensure respect for the rights of persons displaced by the earthquake, with special regard to resettlement, shelter and sexual and gender-based violence.

16. With regard to humanitarian assistance, recovery efforts and development coordination, progress has been made in many areas. More than 70 per cent of the estimated camp population in 2010 has left the camps and over 70 per cent of debris has been removed from earthquake-affected areas. Collaboration between MINUSTAH, the Office for the Coordination of Humanitarian Affairs, the United Nations country team and the Government led to increased national capacities to prepare and respond to emergencies at both national and local levels, and the cluster system established by the humanitarian country team after the earthquake began transitioning to nationally led coordination mechanisms. However, the need for external assistance for emergency humanitarian interventions in Haiti remained.

17. A new aid coordination mechanism, the Coordination Framework of the External Aid for Development, was launched on 26 November 2012. The mechanism succeeds the Interim Haiti Recovery Commission, whose mandate expired in October 2011. It will help the Government ensure increased transparency in foreign aid transactions and strengthen Government capacity to manage external resources.

18. Finally, the Mission worked with the international community, civil society, academics, artists and the media to publicize MINUSTAH activities and obtain support through the activities of its nine multimedia centres, its radio and television programmes and numerous information campaigns.

C. Mission support initiatives

19. During the reporting period, the Mission's total expenditure was $739.8 million, representing 93.2 per cent of the approved budget of $793.5 million for the 2011/12 period. The unencumbered balance of $53.7 million was mainly attributable to: (a) the partial drawdown of military contingent and police personnel in line with Security Council resolution 2012 (2011); and (b) savings attributable to efficiency measures implemented by the Mission, as contained in the following paragraph.

20. Initiatives undertaken to enhance the efficiency of operations included: (a) an in-depth review of the utilization of the aviation fleet resulting in a modification of scheduled flight services and the establishment of new procedures for special flight requests, whereby the fleet size was reduced by one fixed-wing and one rotary-wing aircraft; (b) new procedures to control and minimize non-training travel within the Mission by utilizing videoconferencing, when feasible, and restricting within-

Mission travel to a minimum; (c) increased utilization of in-house resources for the repair and maintenance of vehicles; and (d) the implementation of newly negotiated contractual terms with existing providers for the provision of Internet and mobile phone services resulting in reduced costs.

21. MINUSTAH enhanced its activities on environmental management by conducting several green initiatives in the areas of water and wastewater management, including the installation of 25 wastewater treatment plants; solid waste generation, collection and disposal; hazardous waste identification; water filtration systems; greenhouse gas emission reduction; and increased use of alternate energy, including 10 communications and information technology services installations operated by wind power generation and 300 solar lamp installations.

D. Partnerships, country team coordination and integrated missions

22. MINUSTAH worked closely with other United Nations entities, in particular the United Nations Development Programme (UNDP), in assisting the Government to prepare for the partial legislative, municipal and local elections, which the Government committed to organizing by the end of 2012. The support focused on building the capacity of the staff of the Provisional Electoral Council (now the Permanent Electoral Council), delimiting the electoral constituencies and planning for the upcoming electoral process.

23. The Santo Domingo Support Office (previously referred to as the Liaison and Support Centre in Santo Domingo) continued its coordination with the Government of the Dominican Republic, the diplomatic and donor community and the United Nations country team in the Dominican Republic. Prior to the expiration of the mandate of the Interim Haiti Recovery Commission in October 2011, the Santo Domingo Support Office also provided operational and technical support for donor conferences and meetings of the Commission held in the Dominican Republic.

24. To increase the access of vulnerable populations to legal assistance, MINUSTAH cooperated with the Union of South American Nations and the International Legal Assistance Consortium in increasing the number of legal assistance offices to 18 offices throughout the country and provided technical and logistical support to these offices. After 31 January 2012 (the end of the project as funded by the Union of South American Nations), the Ministry of Justice and Public Security decided to take over the management of the legal aid project and make legal assistance for indigent people the responsibility of the Government of Haiti, in accordance with the applicable law. However, owing to the lack of funding from donors, the legal assistance offices have stopped functioning since February 2012.

25. Within the new context of the post-earthquake transition, MINUSTAH and the United Nations country and humanitarian teams engaged in various joint strategic planning exercises. MINUSTAH and the United Nations country team in Haiti, in close consultation with the Government, finalized the draft of the new integrated strategic framework for the period 2013-2016, which identified the priorities of the United Nations that are aligned with the Government's strategic development plan, and focused on strengthening Haitian institutions to fully manage the delivery of basic social services. United Nations agencies also actively participated in the development of the Mission's draft consolidation plan. To continue building the capacity of relevant Haitian institutions to fully take on coordination roles in critical

humanitarian tasks, the humanitarian country team initiated the transition of half of the clusters established after the earthquake. To better prepare and respond to the population's needs in case of natural disasters, 11 contingency plans (1 national plan and 1 for each of the country's 10 departments) and 8 simulation exercises were developed by the Government with the help of international partners, including UNDP, the Office for the Coordination of Humanitarian Affairs and MINUSTAH.

26. During the reporting period, United Nations agencies also continued to implement joint programmes. As at June 2012, the number of joint programmes managed by the United Nations country team involving at least two United Nations agencies and the Government increased to 11 (6 of which were funded through the Haiti Reconstruction Fund), with total actual funding of $184 million out of a required budget of $274 million.

E. Results-based-budgeting frameworks

Component 1: democratic development and consolidation of State authority

27. During the reporting period, MINUSTAH worked in partnership with the Government of Haiti, including the executive and the legislative branches, political parties, the private sector, civil society, the United Nations country team and other partners to further the progress in strengthening political dialogue and developing a legislative framework to support the rule of law. By doing so, the Mission contributed in forging consensus on the adoption of a pending anti-corruption legislation and on the adoption of a constitutional amendment providing for a quota of at least 30 per cent representation of women in public service. Additionally, following advocacy by MINUSTAH, in cooperation with the United Nations Children's Fund (UNICEF), and other stakeholders, Parliament ratified the 1993 Hague Convention on Protection of Children and Cooperation in Respect of Intercountry Adoption, as well as the International Covenant on Economic, Social and Cultural Rights.

28. However, owing to the postponement of the partial legislative and local elections and the disbandment of the Provisional Electoral Council in December 2011, MINUSTAH was unable to complete the majority of its related outputs and related indicators could not be achieved. Nevertheless, the Mission supported the drafting process of a new electoral law and the formulation of an elections budget and elections timetables. The Mission also provided senior staff of the Permanent Electoral Council with capacity-building training and prepared all election-related logistics plans. As the international community representative on the governmental task force on elections, the Mission worked with Haitian institutions on technical matters, such as electoral boundary delimitation and data transmission protocols between the Permanent Electoral Council and the National Identification Office.

29. MINUSTAH also continued building State capacity at the national and local levels and supported the formulation of the municipal budgets and the 2006-2011 municipal performance reports. Through its nine multimedia centres, radio and television programmes and numerous information campaigns, MINUSTAH supported the majority of the above-mentioned activities.

30. With regard to the Government resettlement strategy, MINUSTAH completed the construction of 21 temporary office buildings for municipalities affected by the

2010 earthquake. The Mission also implemented 177 quick-impact projects totalling $7.5 million to create employment, improve livelihood conditions, rehabilitate and establish public offices and infrastructure, and deliver basic social services in vulnerable areas, especially for those affected by the earthquake.

Expected accomplishment 1.1: All-inclusive political dialogue and national reconciliation

Planned indicators of achievement	*Actual indicators of achievement*
Holding of inclusive and participatory senatorial and local elections in accordance with the constitutional calendar and the electoral law	The Provisional Electoral Council was disbanded by a presidential decree in December 2011 after months of political distrust and inactivity. Notwithstanding frequent interventions by the Mission and the international community, the partial legislative and local elections were delayed owing to political gridlock and delays in the publication of the constitutional amendments, the establishment of the Superior Council of the Judiciary and the establishment of the Permanent Electoral Council. These elections are now slated to be held during the second half of the 2012/13 period
Adoption of a presidential decree on political party financing	The draft bill proposal remains pending at the Senate level. Senate amendments to the bill will require a resubmission to the Lower House for another review
Adoption and implementation by Parliament of a legislative agenda reflecting the Action Plan for National Recovery and Development of March 2010	The continuous and highly politicized confrontation between Parliament and the executive branch resulted in the delayed appointment of a Prime Minister and hindered the adoption of a legislative agenda on national priorities
Decrease in the number of civil unrest incidents triggered by political issues (2009/10: 78; 2010/11: 544; 2011/12: 100)	Achieved; there were 66 civil unrest incidents triggered by political issues
Increased percentage of women candidates in senatorial and municipal elections (2010/11: 7.3 per cent for senators; 2011/12: 10 per cent for senators, 15 per cent for mayors)	Senatorial and municipal elections have been postponed until the second half of the 2012/13 period, including the process for the identification of candidates for elections

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Four meetings per month with the President and the Prime Minister to assess progress on the Government's dialogue with political parties and civil groups, rule of law reforms and other areas related to the mandate of MINUSTAH	Yes	Four meetings were held per month with the President. Four meetings were held per month with the Prime Minister between his ratification in October 2011 and his resignation in February 2012, and four meetings were held per month with the successor Prime Minister between his ratification in May 2012 and July 2012

Two meetings per month with the President's main advisers to provide advice on an all-inclusive political process	Yes	Biweekly meetings were held with the President's main advisers. During the period of illegal occupation by former Haitian Armed Forces members of State properties from February to May 2012, meetings were held weekly with key presidential security advisers
Monthly meetings with political party representatives at the national level, including a strong representation of women, to consolidate democratic institutions and political pluralism, provide advice on all-inclusive political dialogue, and increase participation of women in elections	Yes	Daily contact and weekly meetings with parliamentarians and political party representatives across the political spectrum to collect their insights into the political process and deliver key messages on dialogue, strengthening of the rule of law, elections and consensus-building. Monthly meetings were also held with five female members of Parliament and female civil society members to support the strong involvement of women in the political process
Monthly political analyses to advise Government officials and international organizations involved in Haiti's reconstruction and institution-building on progress towards sustainable stability and security in Haiti	Yes	Through biweekly meetings with Government officials and international organizations, including non-governmental organizations and the Humanitarian Forum. Two road maps on key political stability requirements were presented to two successive Prime Ministers in October 2011 and May 2012
Establishment and leadership of a mechanism to coordinate international electoral assistance for the senatorial, municipal and local elections scheduled to be held in late 2011, in cooperation with the Organization of American States, the United Nations country team and other international stakeholders	Yes	Although operationally limited owing to the absence of an Electoral Council and the date of the elections, the mechanism (for example, the *Table sectorielle*, the *Comité de pilotage* and the *Table de pilotage*) has already been established
Provision of technical support and use of good offices to make progress in the legislative agenda and foster consensus-building among political parties, including through four meetings per month with the presidents of the Senate and Chamber of Deputies	Yes	Through weekly meetings with the presidents of the Senate and Chamber of Deputies to understand their positions on key issues and deliver timely messages on political priorities and the elaboration of consensual legislative agenda, and presence in Parliament two days per week for meetings with parliamentarians to advocate for the passage of pending legislation
Provision of technical expert advice on constitutional matters to the legislature through monthly meetings with members of Parliament and a constitutional expert	Yes	Through monthly meetings with key constitutional experts to undertake the analysis of key constitutional reform issues, and weekly meetings with key parliamentarians on the constitutional amendments process in order to build consensus on the way forward
Organization of an annual retreat and quarterly follow-up meetings to foster collaboration and understanding between the executive and legislative branches of Government, adopt an annual legislative agenda reflecting national priorities,	No	The non-completion of the output was attributable to the tense relations between the executive and the legislative branches of the Government

foster dialogue and understanding between Parliament and the Interim Haiti Recovery Commission or the Haiti Development Agency (which will assume the functions of the Commission when its mandate expires in October 2011) on the reconstruction process		
Provision of technical and logistical support to help members of Parliament foster communication with their constituencies through 10 town hall meetings	No	The non-completion of the output was attributable to successive political crises and the exclusive focus of the parliamentarians on national issues such as the adoption of the constitutional amendments or the replacement of mayors
Organization of two meetings to promote dialogue between representatives of women's organizations, political parties and the Interim Haiti Recovery Commission on women's political participation and active role in national reconstruction, in collaboration with the United Nations country team	No	The non-completion of the output was attributable to the delay in the establishment of the successor body to the Interim Haiti Recovery Commission
Facilitation of nine meetings (one per department outside Port-au-Prince) between women candidates and civil society organizations	No	The non-completion of the output resulted from the fact that preparations for the senatorial and municipal elections had not yet started and candidates had not yet been identified
Conduct of public information campaigns in support of political dialogue, national reconciliation and the promotion and understanding of the mandate of MINUSTAH, using various public information, advocacy and public outreach activities, including co-producing a soap opera broadcast in the camps for internally displaced persons and countrywide to deliver key messages; and informing and sensitizing the Haitian population, both locally and in the diaspora, through audio (MINUSTAH FM), print, video, web and workshop and training activities at the multimedia centres, the production and dissemination of a wide range of promotional materials, media relations and strong media engagement, and by marking United Nations days, as well as using airtime on national radio and television networks	62	Outreach activities in the camps for internally displaced persons and in 9 multimedia centres
	62	Web articles and social media posts
	12	Press releases
	6	Multimedia documentaries
	1	Special multimedia campaign on International Day of United Nations Peacekeepers Day
	7	Press conferences to sensitize the Haitian population on high-level visits
	6	Op-eds and letters of response in international media by the Special Representative of the Secretary-General to defend the Mission image
	4	Meetings of the Special Representative of the Secretary-General with private sector media owners, chief editors and talk show journalists
	1	Commemoration of the United Nations International Day of Peace and the International Day of United Nations Peacekeepers at 9 multimedia centres and in Port-au-Prince

	1	Capacity-building training workshop for civil society organizations on advocacy techniques
	1	Training session on media techniques for regional local journalists

Expected accomplishment 1.2: Strengthened State democratic institutions at the national and local levels

Planned indicators of achievement	*Actual indicators of achievement*
Amendment of the electoral law pursuant to the reform of the Constitution	A new electoral law had been drafted and is awaiting the establishment of a new Electoral Council for introduction and vote by Parliament
Adoption by Parliament of a gender-sensitive law on local government civil service	Adoption is pending, owing to the political confrontation between Parliament and the Government
Adoption of a law on public service that ensures the independence of parliamentary administration	The Government has yet to submit a draft law on public service

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Bimonthly provision of technical support to Parliament and its committees to pass State reform legislation and improve the administration of both chambers of Parliament, through further development of their internal rules and adoption of best practices from other national legislatures	No	The non-completion of the output was attributable to the fact that MINUSTAH no longer had an interlocutor to continue discussions on support for the development of parliamentary internal rules and the adoption of best practices from other legislatures
Provision of technical support to Parliament on the organization of five thematic meetings between parliamentarians and donors, United Nations agencies, funds and programmes and national and international non-governmental organizations to promote dialogue on issues related to the reform process and contentious political issues	Yes	Through the organization of meetings between parliamentarians and a senior United Nations Development Programme delegation on matters pertaining to the reform process and economic development
Provision of technical assistance for the review of key reform bills on such issues as decentralization, adoption, political parties, etc.	Yes	Through a three-day retreat organized in March 2012 on anti-corruption issues, which culminated in the adoption of a political declaration whereby members of Parliament declared their commitments to adopt the pending anti-corruption legislation

Weekly meetings with the Provisional Electoral Council, relevant ministries and Government departments to provide advice and technical expert support to coordinate technical, logistic and security reparations for the elections	No	The non-completion of the output was attributable to the disbandment of the Provisional Electoral Council in December 2011 and the absence of a new Electoral Council
Three monthly meetings with representatives of the Government, international organizations and donors at the political and technical levels on the coordination of international electoral assistance	No	The non-completion of the output was attributable to the fact that a new Electoral Council was yet to be established. However, the Mission represented the international community in the governmental task force on elections, tasked with working on the prerequisites for the holding of elections in the absence of an Electoral Council
Four meetings with the Provisional Electoral Council and parliament representatives on the amendments to the electoral law following the adoption of a Constitutional reform	No	The non-completion of the output was attributable to the fact that the Provisional Electoral Council was disbanded in December 2011, and a new Electoral Council was yet to be established
Weekly meetings with the Permanent Electoral Council on capacity-building for internal restructuring	No	The non-completion of the output was attributable to the fact that the Provisional Electoral Council was disbanded in December 2011, and a new Electoral Council was yet to be established
Organization of three capacity-building workshops for a total of 100 representatives of civil society groups, and four training programmes for a total of 350 persons, to foster women's political participation	No	The non-completion of the output was attributable to leadership changes at the Ministry of Women's Affairs and Women's Rights
Monthly provision of advice and technical support to the Ministry of Women's Affairs and Women's Rights, to civil society organizations and to Parliament to establish and implement the Ministry's action plan in the 10 departments and to advocate for a constitutional amendment guaranteeing gender equality and at least 30 per cent of women's representation, as recommended by the National Assembly	Yes	Through the conduct, in partnership with national women's organizations, the United Nations country team and the international community, of 350 training and sensitization workshops at the communal level with approximately 6,000 participants (70 per cent women); 9 training and sensitization workshops at the departmental level with a total of 450 participants (70 per cent women); and 1 national forum with 50 women participants to develop a national women's action plan and policy platform
Provision of technical support to Parliament and municipal authorities on building the capacity of women elected to office at the national and local levels through three coaching sessions and inter-parliamentary cooperation aimed at adopting best practices from other national legislatures	Yes	Through support for the creation of a women parliamentarians' caucus; and through logistical and technical support for the participation of Haitian women parliamentarians at the international conference on women's political leadership and plan of action for the Americas, organized by the Inter-parliamentary Forum of the Americas in Santo Domingo

Monthly public information and outreach activities to assist the Government to promote democratic governance, including campaigns to foster women's political participation, through media events marking United Nations days, workshops, training activities in all nine multimedia centres, print and broadcast outlets, MINUSTAH FM radio, airtime on national radio and TV networks, to reach out to communities throughout the country and the diaspora	24	Outreach campaigns at 9 multimedia centres
	55	Training workshops in 9 multimedia centres for the Haitian National Police and local authorities
	56	Web articles and social media posts
	4	Press releases
	1	Press conference on youth and Parliament
	2	Press conferences on the new Haitian law on women participation in government and public administration
	1	Media conference and 6 interviews of the Special Representative of the Secretary-General, Senate President and Club Madrid members
	1	Capacity-building training workshop for civil society organizations on advocacy techniques
	6	Workshops on community development and Haitian women leadership
	21	Radio programmes
	31	Weekly television programme broadcasts
Operational and logistical support to protect, distribute and collect ballots and other electoral materials from 10,000 polling stations throughout the country; logistical support to electoral authorities to organize and conduct the 2011 municipal, local and senatorial elections; and weekly provision of technical support to electoral authorities with regard to planning, budgeting, procurement, logistics, training, electoral procedures, security, public information, and voters' sensitization, with particular regard to women voters	No	The non-completion of the output was attributable to the disbandment of the Provisional Electoral Council in December 2011 and the postponement of the partial legislative and local elections
Organization of three national workshops, in cooperation with the Provisional Electoral Council, for political candidates, representatives of political parties, civil society and women's organizations, the media and local authorities to address issues related to the preparations for elections	No	The non-completion of the output was attributable to the disbandment of the Provisional Electoral Council in December 2011 and the postponement of the partial legislative and local elections

Coordination of international electoral assistance to Haiti, including co-chairing and participating in meetings of the Electoral Task Force and other coordination groups (for example, the *Table sectorielle*, the *Comité de pilotage* and the *Table de pilotage*)	No	The non-completion of the output was attributable to the fact that a new Electoral Council was yet to be established. However, the Mission represented the international community in the governmental task force on elections, tasked with working on the prerequisites for the holding of elections in the absence of an Electoral Council
Coordination of security tasks and technical and logistical assistance to the national police and the Electoral Guard to ensure a safe and secure environment during the electoral process	No	The non-completion of the output was attributable to the disbandment of the Provisional Electoral Council in December 2011 and the postponement of the partial legislative and local elections

Expected accomplishment 1.3: State authority maintained and strengthened throughout Haiti

Planned indicators of achievement	*Actual indicators of achievement*
Reduction in the number of municipal administrations that do not comply with the administrative and financial management standards set by the Ministry of Interior and Territorial Communities, and classified as "municipalities in difficulty" (2009/10: 76; 2010/11: 62; 2011/12: 50)	Monitoring of the compliance of municipal administrations with administrative and management standards was given less focus, owing to a change in the leadership in the Directorate of Local Government within the Ministry of Interior, which adopted new priorities/strategies
Increase in the number of municipalities that adopt a budget for the improvement of the delivery of basic services (2009/10: 70; 2010/11: 140; 2011/12: 130)	Achieved; all 140 municipalities adopted a budget
Increase in tax revenues collected by local administrations following the implementation of the local tax reform (2009/10: 650 million gourdes; 2010/11: 680 million gourdes; 2011/12: 740 million gourdes)	Local tax reform had not been implemented; however, owing to a local tax programme initiated with the support of external partners, tax revenue collected in selected municipalities increased by 1,850 million gourdes
Increase in the number of staff in the 52 departmental and subdepartmental delegations with technical capacity to exercise coordination and regulatory authority over municipal and submunicipal authorities (2009/10: 234; 2010/11: 362; 2011/12: 434)	The number of staff remained at 362, owing to the lack of collaboration between the delegates and the former leadership of the Ministry of Interior on the provision of administrative services to the population
Increase in the number of municipal administrations operating in full following the 12 January 2010 earthquake (2009/10: 0 of 9; 2010/11: 6 of 9; 2011/12: 9 of 9)	Achieved; all 9 municipal administrations affected by the earthquake had recovered to an acceptable level of operations although logistic support was still needed to improve working conditions

Increase in the number of border crossing points (including Port-au-Prince airport) with standing presence of the national police Brigade for the Protection of Minors to prevent cases of child trafficking (2009/10: 3; 2010/11: 4; 2011/12: 6)	The national police Brigade for the Protection of Minors had permanent presence at four land border-crossing points (Ouanaminthe, Malpasse, Belladere and Anse-a-Pritre). In addition, the Brigade conducted daily activities and maintained a standing presence at the Toussaint Louverture International Airport

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of weekly technical assistance to 140 municipal administrations to improve their administrative and fiscal performance enabling them to provide public services to their communities	Yes	Through coaching on municipal budget development and implementation, human resources and assets management; and through support to data collection and compilation of *bilan d'action municipal*, performance reports detailing municipal achievements and resources for the 2006-2011 period completed by 75 per cent of the municipalities
Provision of daily technical support to the Ministry of Interior and Territorial Communities through embedded advisers to promote the reform of the local government civil service, implement fiscal decentralization and public finance reform, make municipal administrations more efficient and increase the competencies of municipal administrations	Yes	Through 4 embedded advisers providing daily policy advice to the Ministry of Interior and Territorial Communities, which contributed to an increase in its willingness to envisage key reforms, especially with regard to decentralization and local civil service
Provision of technical assistance to 192 public accountants and cashiers, with special regard to women public servants, and building the capacity of 140 municipal administrations to plan for and implement budgets, collect public revenue, manage projects and human resources, and deliver basic services	Yes	Through daily technical assistance to 192 public accountants and cashiers and building the capacity of 140 municipal administrations on finance management
Provision of daily technical assistance to all 10 departmental delegations and 42 subdepartmental through embedded national advisers to build administrative capacity and improve planning and delivery of basic social services at the local level	No	The non-completion of the output was attributable to the recurrent political crisis and indecision of the former leadership of the Ministry of Interior on an effective plan of action in support of departmental delegations and subdepartmental delegations. Notwithstanding, assistance was provided to 10 departmental delegations through meetings with the delegations at least twice a week, which contributed to the reactivation of existing coordination mechanisms such as the departmental technical committee meetings, departmental committee on risk and disaster management, and departmental coordination meetings. In addition, the programme that was intended to embed

		national advisers to technically assist the delegations was stopped owing to the Mission's partial drawdown of post-earthquake capacities
Organization of 42 (one per arrondissement) round tables and seminars on decentralization, local government civil service reform, local finances and management control in public services at the local level	No	The non-completion of the output was attributable to political instability in the country. As a result, only one round table was held in North Department
Implementation of a multimedia public information campaign to promote the concepts of the participatory approach and the accountability of administrations among beneficiaries of public services	6	Radio programmes on decentralization
	2	Radio spots
	2	Broadcasts of television debates on road safety campaign
	1	Seminar in 9 multimedia centres on advocacy techniques for civil society organizations
Weekly provision of technical and logistical support to municipal administrations affected by the earthquake to relocate to new or temporary premises, as well as to assist them with staffing	Yes	Through support to the 9 municipal administrations affected by the earthquake. However, construction of temporary premises for the municipal office buildings of Miragoane, Jacmel, Gressier and Archaie municipalities remained incomplete owing to the delay in the contracted construction works
Organization of 1 training-of-trainers and 10 training workshops for local authorities on gender and local governance to promote the integration of gender concerns in local administration, and of 20 seminars for local authorities and representatives of civil society and women's organizations on administrative and fiscal decentralization, transparency and accountability	No	The non-completion of the output was attributable to the decision of the new authorities of the Ministry of Women's Affairs and Women's Rights to postpone the proposed training of trainers and the 20 seminars to the 2012/13 period in order to prioritize the promotion of local women's participation in leadership positions in the next local elections
Implementation of 200 quick-impact projects to assist State institutions in all 10 departments to create employment, improve livelihood conditions of vulnerable groups, with special regard to communities affected by the earthquake, strengthen border management, build capacity of State officials at the local level, and improve delivery of basic public services, especially in areas affected by the resettlement of displaced persons	177	Projects in all 10 departments, comprising 163 projects for the provision of public infrastructures or services, such as the rehabilitation and construction of police stations, tribunals, hospitals, schools, town halls and electricity and water networks; 8 projects on livelihood and employment generation to support the most vulnerable communities; and 6 projects on training and capacity-building targeting public institutions and civil society in the affected communities The lower output was attributable to the prioritization made to more costly infrastructure projects to help the Government rebuild public offices, and re-establish public services

Weekly provision of technical support and assistance to Government and other State officials to develop and implement a border management strategy, improve oversight of border management officials, and establish and maintain 10 departmental border management committees, some of which may include border officials from the Dominican Republic, and implementation of multimedia public information campaigns to raise awareness among beneficiaries of border services	Yes	Through the embedding of a MINUSTAH staff member for most of the reporting period, support was provided to the Ministry of Finance at the central level and to the Customs Authority to improve the collection of revenues and implement a national strategy to prevent illicit activities at the border crossing points, airports and maritime ports. Daily support was provided in the drafting of the strategic document on the rehabilitation of the Customs Surveillance Directorate (Customs Police). However, the non-establishment of the border committees and the non-implementation of an information campaign were attributable to delays in the formation of the new Government and the initial priorities identified by the Government which focused on customs issues rather than on a strong border management policy
Provision of monthly technical support to assist the Ministry of Social Affairs and Labor's Institute of Social Welfare to build capacity through child protection programmes, including administration of orphanages, supervision of adoptions and the rehabilitation of children in conflict with the law	Yes	Through 25 meetings with national and international partners concerning child protection, 5 assessment visits that resulted in the closure of 5 orphanages that did not meet the international standards of child protection, and reconnaissance visits of 11 orphanages selected by the Institute for Welfare and Social Research for possible Mission support with the renovation of the sanitation blocs to increase the capacity of the Institute to place vulnerable children and children from closed centres
Provision of weekly technical support to the national police to build the capacity of its Brigade for the Protection of Minors (BPM) to screen children at border crossing points and international airports and to maintain a newly established database on cases of child trafficking	Yes	Through weekly support provided to the Brigade for the Protection of Minors, including 12 meetings with the Brigade Commissioner, 3 joint missions to sensitize the community on the role of the Brigade in child trafficking issues as well as on the Brigade's "hotline 188" to report abuses against children
Provision of weekly technical support, including through 10 training programmes, to the Brigade for the Protection of Minors and to the Institute for Welfare and Social Research to build capacity to meet international standards with regard to assisting children associated with armed and criminal groups and advocate against the recruitment of children by armed and criminal groups	1	Training workshop on the promotion and protection of child rights and child trafficking-related issues for 29 personnel from the Brigade for the Protection of Minors The lower output was attributable to the late submission of training programmes by the Brigade for the Protection of Minors and the Institute for Welfare and Social Research

Organization of 30 round tables and seminars on decentralization, accounting, finance and management control in public services at the local level and implementation of a multimedia public information campaign to raise awareness among beneficiaries of public services	4	Round tables on decentralization, public services and the role of civil society at the local level The lower output was attributable to the political instability that did not permit the mobilization of the various stakeholders in order to organize round tables and seminars on decentralization

Component 2: security, public order and development of the rule of law

31. During the reporting period, MINUSTAH assisted the Government of Haiti in maintaining a safe and secure environment, ensuring progress towards reform and the restructuring of the Haitian National Police, and continuing the institutional strengthening of the judicial and corrections system. The Mission increased the number of daily joint national police/United Nations roving police patrols in the major camps for internally displaced persons and in violence-prone areas. The Mission's military component continued to provide escort and security support to humanitarian assistance activities. Patrols were conducted in various checkpoints and border crossings in order to prevent and deter the escalation of security threats, and special joint operations with the Haitian National Police enabled the arrest of 81 gang leaders and members. The Mission also supported the Government by providing access to its assets and resources in response to various crisis events during the reporting period, and worked in concert with the Government and the United Nations country team to develop and implement simulation exercises in preparation for natural disasters.

32. A draft Haitian National Police development plan for the period 2012-2016 was finalized during the reporting period and is expected to be approved by the Government upon review by the Superior Council of the National Police and senior Haitian National Police leadership. Such plan will take into account staffing considerations, police career planning and financial considerations. The backlog on the vetting of police officers was reduced and recommendations were made on 92 officers to be dismissed after a joint Haitian National Police/MINUSTAH review of their files. Amid these positive developments, it was not possible to reach the expected number of 1,200 new cadets of the Haitian National Police during the reporting period owing to difficulties faced in the recruitment process, particularly during the medical examination phase. Furthermore, the deployment of functional Haitian National Police coast guard personnel was limited to only two departments, owing to difficulties in the construction of the Killik Maritime Base in South Department.

33. Mentoring of the Haitian National Police continued in the reporting period, in order to implement community policing, develop operational plans and enhance performance by the national police in general. Technical and logistical support was provided to various ministries and local administrations to develop and implement community violence reduction projects for youth at risk and vulnerable groups, while supporting the work of community leaders, women's organizations and local authorities in these areas. The provision of training on police response to sexual and gender-based violence continued, and discussions were held with the Ministry of Women's Affairs and Women's Rights on a national strategy to address such violence, which was supported through public information, advocacy and outreach

activities. In addition, logistical support, as well as training, were provided to the Brigade for the Protection of Minors to reinforce their capacity, and joint assessments with the Government were carried out to respond to child rights violations in Haiti.

34. It was, however, not possible to reduce the percentage of inmates held in pretrial detention. Although cell space increased slightly compared to the prior period, it was still far below international standards. Although reviews of cases resulted in the release of individuals, the number of individuals released was exceeded by the number of inmates newly arrested by the Haitian National Police, as the increase in the number and in the efficiency of the police force led to more arrests. Focus was particularly given to detainees held in police stations to ensure that the detention did not extend beyond the legally allowed time frame.

35. With the establishment of a new Government, legislative reform resumed slowly with the draft criminal and criminal procedure codes, the draft code on children's rights and juvenile justice, and a review of support needed by the staff of the Ministry of Justice. The Superior Council of the Judiciary was established shortly after the end of the reporting period, and temporary office space was provided for roving justice stations and courts for premises that were destroyed in the 2010 earthquake. MINUSTAH also provided technical assistance in the organization of practical training, including training on human rights, for student magistrates who graduated at the end of the reporting period.

36. During the reporting period, MINUSTAH funded 56 community violence reduction projects in the areas of metropolitan Port-au-Prince, Gonaives and Cap-Haitien. The projects targeted at-risk youth, former gang members and women, and activities included vocational training, income generation and job placement projects with integrated psychosocial components and short-term, labour-intensive employment.

Expected accomplishment 2.1: Secure and stable environment in Haiti

Planned indicators of achievement	*Actual indicators of achievement*
Decrease in the number of kidnappings reported in Port-au-Prince (2009/10: 57; 2010/11: 120; 2011/12: 140)	Achieved; 104 kidnapping cases reported
Increase in the number of daily joint national police/United Nations roving police patrols per 10,000 internally displaced persons (2009/10: 1.1; 2010/11: 1.4; 2011/12: 2.0)	Achieved; 2.85 daily joint patrols per 10,000 internally displaced persons conducted
Increase in the number of gang leaders and members arrested by police (2009/10: 10; 2010/11: 56; 2011/12: 48)	Achieved; a total of 81 gang leaders and members were arrested, through the use of security sweeps and special joint operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Daily operations of United Nations police and formed police units to conduct joint patrols with the national police to establish a permanent police presence in the six largest camps of displaced persons and establish seven joint United Nations/ national police mobile teams to conduct random patrols in other camps	6	Largest camps with joint United Nations police/Haitian National Police presence, with hand-over of full responsibility to the national police for 2 camps in June 2012
	2	Additional camps with joint United Nations police/formed police unit patrol, with national police foot or mobile patrols when requested
Daily operations of contingent troops and United Nations police to provide security and escorts to humanitarian organizations and to strengthen security at aid distribution points	Yes	Through the conduct of 914 security escorts by contingent personnel and United Nations police in support of humanitarian organizations; in addition, formed police units provided security at food distribution sites, vaccination sites and camp sites where population surveys were conducted
Daily coordination, through the Joint Operations and Tasking Centre, of security and logistic actions involving military, police and civilian capacities in response to serious threats, in order to assist the Government in maintaining a safe and secure environment	Yes	Through the receipt and coordination of 456 requests from Government entities, the United Nations country team and humanitarian organizations for the Mission's support in areas of security and logistics/aviation
Temporary provision of logistical support to the national police to maintain a standing presence in camps of displaced persons and crime-prone areas, including 16 police command posts for the 6 largest camps, 4 mobile posts and 5 administrative and analyst posts with separate facilities to attend to victims of sexual and gender-based violence	5	Police command posts in the 5 largest camps The lower output was attributable to the fact that joint United Nations police/Haitian National Police presence was established in only 5 locations. Furthermore, the Haitian National Police did not create mobile units for camps without permanent police presence, and the Ministry of Women's Affairs and Women's Rights had yet to proceed with the recruitment of administrative and analyst personnel for these locations
Daily patrols and operations of contingent personnel and formed police units to reinforce security in crime-prone areas; secure key sites and installations; conduct fixed and mobile checkpoints along major roads, borders and at border crossings; maintain a quick reaction capacity to prevent and deter the escalation of security threats; and conduct reconnaissance flights and medical evacuations, military air patrol sorties and joint air patrols with United Nations police and the Joint Mission Analysis Cell	Yes	Through daily patrols and deterrence operations in crime-prone areas in Port-au-Prince and in the regions; the provision of static security at key institutions, including prisons; the conduct of 1,256 mobile checkpoints along major roads and border crossings; the maintenance of quick reaction forces on a 30-minute standby throughout Haiti; and the conduct of 197 reconnaissance flights and 23 medical evacuations

Daily operations of contingent personnel and United Nations police to assist the Haitian Maritime Police to conduct coastal patrols and monitoring of inland waterways (lakes and rivers), weekly joint military/United Nations police operations and biweekly joint United Nations police/national police operations to assist the national police to conduct patrols and operations against suspected criminals	Yes	Through 38 joint maritime patrols and 15 search and rescue missions in support of the Haitian Coast Guard; 8,945 weekly joint military/United Nations police patrols; and 4,269 biweekly joint United Nations police/Haitian National Police patrols
Daily operations of United Nations police to mentor the national police to implement community policing, develop operational plans and make performance evaluations of police officers through joint patrols and collocation in 64 main police stations, and to conduct border patrols and static checkpoints at four border crossing points	Yes	Mentoring provided and daily performance evaluations developed through collocation in 54 Haitian National Police stations, and daily patrols and static checkpoints conducted in 4 border crossing points The lower number of collocated police stations resulted from an inadvertent inaccuracy in the planned output, which should have been 54, rather than 64, police stations
Biweekly operations of United Nations police and formed police units to assist the national police to identify and arrest gang members and prison escapees and daily operations of the special weapons and tactics teams to train the national police in special operations	Yes	Through 74 joint operations based on operational requirements to identify and arrest gang members, resulting in the arrest of 81 known gang leaders or members and 2 prison escapees, and 24 operations of the special weapons and tactics team based on operational needs providing mentoring opportunities for the national police The lower output resulted from the decrease in the number of kidnapping cases
Weekly United Nations police air patrol sorties and provision of operational support to support the national police in conducting aerial reconnaissance missions, carrying out anti-drug operations, and transporting detainees and seized merchandise and developing standard operating procedures to destroy seized narcotic drugs	No	One air patrol conducted in the reporting period The lower output was attributable to the fact that this type of aerial surveillance patrol was not conducted on a weekly basis but rather upon specific request from the Haitian National Police
Daily provision of technical and logistical support to ministries and local administrations to develop and implement at least 43 community violence reduction projects to generate employment, provide legal aid, socioeconomic opportunities and psychosocial assistance to at least 50,000 beneficiaries, including inmates, youth at risk or linked to armed groups, children and women affected by violence in 14 crime prone areas identified by the Government; implementation of three	Yes	Through the implementation of a total of 56 projects, comprising projects on vocational training and income generation with integrated psychosocial components for 680 at-risk youth and women; reinsertion with psychosocial elements for at-risk youth, former gang members and women; continuing job placement schemes with psychosocial support for 520 youth and women, including the establishment of a new regional job placement centre; health initiatives to prevent drug and alcohol abuse for 3,500 youth; infrastructure support to one prison; expansion of a sports centre for

Weekly provision of advice and mentoring to the Office for the Protection of Citizens (ombudsman institution) to promote human rights, conduct human rights investigations and improve the legal protection of children	Yes	Through the conduct of monthly meetings of the steering committee on the project supporting the Office for the Protection of Citizens, the collocation of a consultant within the Office at the national level. In addition, at the regional level, MINUSTAH regularly conducted joint monitoring visits with the Office to detention centres and joined it in pretrial detention committees
Monthly provision of advice and technical support to assist the Government and Parliament to adopt policies on children's rights, advocate for the ratification of at least one human rights convention and one convention on children's rights, and fulfil reporting obligations under human rights treaties and conventions ratified by Parliament, including the Covenant on Civil and Political Rights, the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women	Yes	Through advocacy whereby the International Covenant on Economic, Social and Cultural Rights was ratified by Parliament in January 2012; conduct of monthly working meetings with the inter-institutional committee to follow up on the list of issues sent by the secretariat of the Human Rights Committee; conduct of monthly meetings whereby assistance was provided to the inter-institutional committee, including requesting the postponement of the Haiti universal periodic review session, drafting of the universal periodic review document and organizing national consultation for the universal periodic review
Organization of at least five sensitization workshops on sexual and gender-based violence for the national police	Yes	Through 13 workshops on police response to sexual and gender-based violence for 276 Haitian National Police Officers in 4 departments
Monthly advocacy activities with the Parliament for the ratification of the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict, the Hague Convention on Protection of Children and Co-operation in respect of Intercountry Adoption and the adoption of the new law on adoption of children	Yes	Through activities carried out during the Week of the Haitian Child resulting in the adoption of the Hague Convention on Protection of Children and Co-operation in respect of Intercountry Adoption by the Haitian Parliament in June 2012; through monthly meetings with the ad hoc group comprised of the Institute for Welfare and Social Research, one Senator, the President of the First Instance Court of Port-au-Prince and the Bar Association; and through one meeting with the President of the Senate to advocate for the approval of the version of the Haitian adoption law revised by the ad hoc group
Organization of seven training workshops for national civil society organizations on selected economic, social and cultural rights and one training-of-trainers for representatives of 20 non-governmental organizations on the monitoring of political rights during the November 2010 elections	Yes	Through the organization of 7 workshops on economic and social rights in the framework of the Mission's public policy monitoring programme for more than 600 participants in 4 departments; the non-implementation of one training-of-trainers on the monitoring of political rights resulted from the fact that no elections were held in the reporting period

public outreach and community mediation projects to support the work of community leaders, representatives of youth, women's organizations and local authorities in the same areas		disabled people; and short-term employment for 51,196 at-risk youth and former gang members; as well as through one community mediation project under implementation, and two other projects approved during the reporting period for implementation in 2012/13
Implementation of at least 40 sensitization and social mobilization activities and 144 seminars for vulnerable groups in violence-affected areas to promote the culture of peace and raise awareness of sexual and gender-based violence, through print and broadcast media outlets	80	Sensitization and social mobilization activities
	162	Seminars
		The higher outputs resulted from the heightened need for activities in the related topics as expressed by the local population and external partners
Implementation of at least 10 sensitization and social mobilization activities through print and media broadcast, coupled with direct advocacy to gang leaders for the release of children associated with them	Yes	Through 110 web articles, 6 press releases, 2 press conferences on the Mission's support for the social reintegration of former gang members, 4 media interviews, 31 television programmes, 6 public service announcements on sexual and gender-based violence, and 2 public service announcements on Haiti's National Day of the Child
Weekly provision of logistic and technical support to the Ministry of Justice and Public Security and the national police to build the capacity of their respective gender units, maintain a data-collection system on sexual and gender-based violence, develop standard operating procedures to prevent and respond to sexual and gender-based violence, organize a workshop on police responses to sexual and gender-based violence, and construct fully equipped premises to assist victims of sexual and gender-based violence in 10 police stations in the West Department	Yes	Through the provision of training to 276 Haitian National Police officers on police responses to sexual and gender-based violence in the West, North, North-East and Artibonite Departments The lower output was attributable to the focus by the Haitian National Police on the provision of training of trainers and other training on sexual and gender-based violence to Haitian National Police officers
Weekly provision of advice and technical support to the Ministry of Women's Affairs and Women's Rights to develop policies addressing the underlying causes of the vulnerability of women and girls to sexual and gender-based violence	No	Through 2 meetings held with the Ministry of Women's Affairs and Women's Rights and 5 separate meetings with the Director-General of the Ministry on strategies to address sexual and gender-based violence The lower output was attributable to the political instability and the consequent impossibility for the Minister for Women's Affairs and Women's Rights to engage on policies and strategies regarding sexual and gender-based violence

Organization of 10 workshops on human rights for 150 correctional officers and 8 training workshops for 20 judges at the Magistrates' School	16	Training workshops on human rights for a total of 160 potential correctional officers of the Haitian National Police
	8	Training sessions on the application of international law for 20 judges at the Magistrates' School
Organization of six training programmes for representatives of local non-governmental organizations and State institutions on monitoring and reporting mechanisms for violations against children and five training programmes for 100 journalists on ethical principles of reporting on child victims of kidnapping, trafficking and sexual violence and children affected by armed violence	6	Training sessions on monitoring and reporting mechanisms for violations against children for 169 representatives and members of local non-governmental organizations and State institutions; the non-implementation of the training sessions for journalists resulted from the fact that the list of journalists to be trained was not submitted by State stakeholders
Organization of three human rights campaigns to raise public awareness of women's rights and human rights, as well as children's rights, through print and broadcast outlets, workshops and outreach activities in multimedia centres, and distribution of promotional materials	Yes	Through public information campaigns in 9 municipalities to celebrate Human Rights Day; a week-long campaign on children's rights in 6 municipalities; campaign to celebrate Women's Day in 5 municipalities; and the distribution of 130 banners, 500 stickers, 1,000 posters and 5,000 T-shirts
Weekly provision of technical and logistical support to the Government to develop a country assessment report on patterns of sexual violence and promote gender advocacy, review the national plan to combat sexual and gender-based violence, and organize 1 restitution workshop, 1 national validation workshop, 10 sensitization workshops for State officials, and 1 training workshop for 20 trainers on sexual and gender-based violence from all 10 departments	No	The non-completion of the output was attributable to the absence of a functioning Government from June 2011 to February 2012, and the non-implementation by the Ministry of Women's Affairs and Women's Rights of the initial ministerial portfolio of priorities
Monthly provision of advice and technical support to the Government and Parliament to develop a legal framework to protect people living with HIV/AIDS against discrimination	Yes	Through participation in 20 meetings, in cooperation with United Nations entities and other non-governmental partners, in the provision of technical support to the national programme on HIV/AIDS response

Component 4: humanitarian and development coordination

40. During the reporting period, MINUSTAH continued to support the Government of Haiti by strengthening national capacities to address ongoing humanitarian challenges. Significant efforts and progress were made with regard to the post-earthquake recovery through the resettlement of over 1.1 million internally displaced persons (representing a reduction of 75 per cent since 2010), the removal

Implementation of public information, advocacy and outreach activities to raise public awareness on sexual and gender-based violence, child protection issues and the role of the national police Brigade for the Protection of Minors, through print and broadcast media outlets and sensitization workshops in multimedia centres	29	Outreach workshops in camps for internally displaced persons and in the 9 multimedia centres on access to justice, sexual and gender-based violence programmes and sensitization on Security Council resolution 1325 (2000)
	1	Television talk show programme on the rule of law in Haiti
	4	Press conferences
	15	Web articles and social media posts
	2	Press releases
	1	Op-ed in an international newspaper by the Special Representative of the Secretary-General
	31	Television programmes
	42	Radio programmes
	480	Daily morning and evening thematic radio talk shows
	1	Radio spot promoting the 188 hotline number to report child abuse
Organization of workshops on child protection issues to train 400 national police officers assigned to community policing duties	No	Through 1 workshop for 29 national police officers of the Brigade for the Protection of Minors The lower output was attributable to the reduction in the number of United Nations police personnel assigned to the Brigade for the Protection of Minors following the reprioritization and reorganization of the Mission's police component in May 2011
Temporary provision of logistical support, in cooperation with the United Nations Children's Fund (UNICEF), to the national police Brigade for the Protection of Minors and the Institute for Welfare and Social Research to maintain five joint offices in earthquake-affected areas to address child protection issues	Yes	Through the provision of information technology equipment and office supplies to the Institute for Welfare and Social Research and the Brigade for the Protection of Minors for their offices in Port-au-Prince, Les Cayes, Hinche, Mireballais and Miragoane
Twelve joint assessments and protection missions of the Government and the United Nations to respond to child rights violations	16	Joint assessments and protection missions

Expected accomplishment 2.2: Progress towards reform and restructuring of the Haitian National Police

Planned indicators of achievement	*Actual indicators of achievement*
Increase in the number of national police officers per 10,000 residents (2009/10: 10.5; 2010/11: 10.1; 2011/12: 11.7)	10.1 officers per 10,000 citizens; the lower ratio resulted from delays and difficulties encountered in the recruitment of the 23rd Basic Promotion, and the low number of cadets (241) ultimately selected
Increase in the number of female national police officers (2009/10: 743; 2010/11: 803; 2011/12: 923)	760 female national police officers; the lower number resulted from the low number of female cadets following the 2010 earthquake, and the low number of female cadets (13) recruited as part of the 23rd Basic Promotion
Increase in the number of departments in which the Haitian Coast Guard is operational (2009/10: 2; 2010/11: 2; 2011/12: 5)	The Haitian Coast Guard was operational in 2 departments (North and West); the lower number resulted from the difficulties in completing the construction of the Les Cayes Maritime Base, delays in the bidding process for the construction in Port-de-Paix, and no donor funding identified for Jacmel
Increase in the number of police commissariats equipped to assist victims of sexual violence (2009/10: 2; 2010/11: 2; 2011/12: 4)	Achieved; 4 commissariats were equipped with special spaces, through the provision of prefabricated construction and office materials to assist victims of sexual and gender-based violence. The National Coordination Office on Sexual and Gender-Based Violence of the Haitian National Police in Port-au-Prince was also equipped with prefabricated construction and office materials
The national police produce publicly available information on the number of deaths due to their actions, or while individuals are in their custody which: (a) includes the cause of death; and (b) is produced annually	No related mechanism in place, owing mainly to the difficulties faced by the General Inspectorate in receiving and recording requests or complaints made by citizens in the investigations of Haitian National Police members involved in actions resulting in deaths or injuries
The national police has a current strategic plan (including for procurement and logistics) and budget projections	Achieved; the Haitian National Police Development Plan 2012-2016 was verbally approved by the President and the Prime Minister at the Haitian National Police Summit in June 2012, and was expected to be adopted by the Superior Council of the National Police

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Daily provision of advice and technical expert support to the Director-General and senior management of the national police to review the 2006-2011 national police reform plan and boost its implementation, with particular emphasis on administration (procurement, budget, logistics, fleet management systems and human resources management) and	Yes	Through weekly meetings to conduct a holistic assessment of the achievements so far in the implementation of the reform plan (the first draft assessment was completed in September 2011) The lower output resulted from the difficulty in conducting daily review and assessment meetings with Haitian National Police senior management, which led to a joint decision to conduct weekly meetings instead

oversight mechanisms in order to strengthen operational capacity and address police corruption		
Weekly provision of advice and technical support to develop a revised national police reform plan for the 2011-2016 period, including through the signature of a new memorandum of understanding on police cooperation between the Government and MINUSTAH	Yes	Through the conduct of 2 retreats on Haitian National Police development; participation in 7 meetings with Haitian authorities, including the summit called by the Government of Haiti in June 2012; and the conduct of 24 weekly meetings with Haitian National Police senior-level management officers on national police priorities
Daily provision of advice and technical assistance to the national police to vet police candidates, certify officers, train 1,800 police cadets (including through 3-month field training), mentor 1,200 police officers through competency-based coaching, and train special operations and law enforcement units and the judicial police, including training on ballistics, fingerprints and toxicology for 34 police officers	Yes	Through the vetting of 912 police candidates, as part of the 22nd Promotion, and 745 candidates in the process of being vetted; provision of a 12-month field training for 877 police officers; and the mentoring of 1,261 police officers through competency-based coaching
Daily provision of advice and technical expert support to the national police to build its investigative capacity through the development of both computerized systems and databases and forensic capacity	Yes	Through the installation and configuration of two databases and the conduct of 2 training sessions at the user- and administrator-levels for 26 Haitian National Police officers on police intelligence and fingerprints
Provision of advice and technical assistance to the Police Academy for the training of 1,200 national police cadets on child rights and protection	Yes	Through training for 241 cadets, as part of the 23rd Promotion, and 153 inspectors The lower output was attributable to the lower number of cadets recruited by the Police Academy
Organization of 20 training courses for 750 national police officers and advanced management training courses for 100 senior national police officers	Yes	Through 24 training courses for 578 national police officers and 2 advanced management courses for 180 senior officers
Weekly provision of advice and technical assistance to the Ministry of Justice and Public Security and the national police to establish a directorate of maritime, air, border, ports and airports, migration and forest police	No	The non-completion of the output resulted from the request by Haitian authorities to focus on other priorities, including the development of the customs surveillance

Weekly provision of logistic and technical support to the Ministry of Justice and Public Security and the national police to further develop and maintain a registry of licensed weapons and firearms, update existing legislation on the import and possession of weapons and firearms, and organize communications campaigns to raise public awareness concerning firearms registration	Yes	Through mentoring activities two to three times per month to support the efforts of the Haitian National Police civilian weapons registration office to register, test and issue permits for legal weapons ownership within Haiti; and through communications campaigns, including the broadcast of 1 television debate on justice reform and a 60-minute radio programme to launch the licensing of weapons and firearms
Weekly provision of advice and technical assistance to the Ministry of Justice and Public Security and the national police to establish a reporting mechanism for cases of sexual and gender-based violence, assist victims of sexual and gender-based violence, implement Security Council resolution 1820 (2008) on sexual violence in conflict and post-conflict situations, develop a curriculum on gender issues for police cadets, and organize two workshops on gender issues for a total of 30 national police trainers and five workshops for a total of 90 national police officers and 60 national police judicial officers	Yes	Through weekly meetings with Haitian National Police officers to develop a curriculum on gender issues, including sexual and gender-based violence, for police cadets; and through weekly meetings with representatives of the Ministry of Justice and Public Security on Security Council resolution 1820 (2008) on sexual violence in conflict and post-conflict situations The lower output was attributable to a shift in the priority from the conduct of workshops to facilities to assist victims of sexual and gender-based violence, owing to an increase in cases of sexual and gender-based violence in vulnerable areas, including camps for internally displaced persons
Provision of operational and technical support to the national police to increase the number of camps for internally displaced persons jointly patrolled with MINUSTAH police mobile gender unit to 60 through the increase in the number of United Nations police officers assigned to the mobile gender unit from 8 to 32	No	Daily operational and technical support were provided to the national police in the five largest camps The lower output was attributable to the lack of Haitian National Police officers to conduct joint patrols. Also, a peak of 25 United Nations police officers was assigned to the mobile gender unit, owing to the partial drawdown of the Mission and the shift in operational requirements that called for additional presence in the 54 police stations with collocated activities
Provision of logistical and technical support to develop an all-female national police contingent, including through an information campaign to encourage female applicants to the Police Academy	No	The non-completion of the output was attributable to the view of the Haitian National Police that the creation of a separate contingent would lead to integration issues
Organization of training in collaboration with the United Nations country team, including 20 training courses on human rights and child rights for a total of 900 national police officers in all 10 departments, one specialized training on child protection for 50 national police	No	One workshop on child rights was organized for 29 national police Brigade for the Protection of Minors personnel, and training modules on the administration of justice for minors were developed for the Haitian National Police, the Brigade for the Protection of Minors and the Haitian National Police Commissariats; 5 training-of-trainers sessions were organized for 53

officers serving as child protection focal points, and provision of technical support to the national police to further develop training modules on child protection and implement training-of-trainers for national police trainers		United Nations police officers deployed in Haitian National Police stations in Port-au-Prince, Malpasse, Carrefour, Martissant and Cité Soleil to reinforce their, as well as the Haitian National Police's, capacity on juvenile justice The lower output of training courses on human rights and child rights resulted from the non-availability of training plans from the Haitian National Police headquarters to the 10 Brigade for the Protection of Minors offices in the departments. The non-implementation of the planned training of 25 national police officers serving as child protection focal points was attributable to the late selection of participants by the Brigade for the Protection of Minors
Monthly provision of technical and logistical support to the Government to implement the updated HIV/AIDS National Strategic Plan, including through 20 training activities targeting the national police, vulnerable groups and persons living with HIV nationwide	Yes	Through 13 training sessions conducted for 842 members of youth associations, national police agents and associations of people living with HIV; 23 awareness-raising activities and anti-stigma campaigns for HIV prevention; 1 peer education training for 5 police officers, 5 social workers, 12 nurses and 2 training officers from the penitentiary system
Organization of public information, advocacy and outreach activities on police reform to raise public awareness of the role of the Mission in assisting the Government to maintain stability and reform rule-of-law institutions, including through print and broadcast media outlets	6	Press conferences on police training for Haitian National Police cadets
	30	Web articles and social media posts
	2	Press releases
	6	Op-eds in local newspapers on the rule of law, police capacity-building and development, zero-tolerance policy, and the role of MINUSTAH in assisting the Government
	1	Twitter/Facebook campaign on the 24th Haitian National Police Promotion recruitment process
	21	Television programmes
	2	Radio spots on the 24th Haitian National Police Promotion recruitment process

Expected accomplishment 2.3: Reform and institutional strengthening of the judicial and correction systems

Planned indicators of achievement	*Actual indicators of achievement*
Decrease in the percentage of inmates held in pretrial detention in Port-au-Prince (2009/10: 80 per cent; 2010/11: 88 per cent; 2011/12: 65 per cent) and in the regions (2009/10: 59 per cent; 2010/11: 50 per cent; 2011/12: 45 per cent)	90 per cent (3,471 pretrial detainees) in Port-au-Prince, and 54 per cent (2,113 pretrial detainees) in the regions; the increase was attributable to the number of inmates newly arrested exceeding the number of individuals released

Draft legislation on judicial reforms (e.g., penal code, penal procedure code, juvenile justice, auxiliaries of justice, legal aid) submitted to Parliament	A first draft of the revised Criminal Procedure Code was prepared and was pending submission to the Government. A draft of the first part of the criminal code was also completed, with the second part currently under discussion
Increase in the number of fully functional legal aid offices (2009/10: 10; 2010/11: 12; 2011/12: 15)	While the number of legal aid offices increased to 18 during the reporting period, the offices stopped functioning in February 2012 owing to the end of the project funding. The Government of Haiti is slated to take over the offices, but had not been able to secure necessary funding from external sources
Increase by 10 per cent in overall cell space available in prisons (2009/10: 2,980.3 m^2; 2010/11: 3,278.3 m^2; 2011/12: 3,606.2 m^2)	Achieved; overall cell space increased by 24 per cent to 4,639.4 m^2 from the actual figure of 3,734.9 m^2 in 2010/11
Establishment and operation of the Superior Council of the Judiciary and of a functional Judicial Inspectorate	Work on the development of the Judicial Inspectorate had not begun since the rules governing its functioning can be adopted only after the Superior Council of the Judiciary is established and operational
Decrease in the percentage of inmates detained in overcrowded prisons (2009/10: 66.9 per cent (3,378 inmates); 2010/11: 50 per cent (2,600 inmates); 2011/12: 40 per cent (2,080 inmates)	71.5 per cent (5,584 inmates) in 2011/12 from 67.8 per cent (4,182 inmates) in 2010/11; the increased number of police officers resulted in a greater number of arrests and detentions. The overall inmate population increased by approximately 1,642 during 2011/12, and there was an insufficient number of judges to hear all of the cases
Increase in the percentage of juveniles (both pretrial detainees and convicted offenders) who are held separately from adult inmates (2009/10: 80 per cent; 2010/11: 90 per cent; 2011/12: 100 per cent)	The percentage of juveniles held separately from adult inmates decreased to 84 per cent (219 of 251 juveniles) in 2011/12, as compared to 90 percent (180 of 200 juveniles) in 2010/11. The decrease was attributable to juveniles being held in four of the six prisons which had insufficient space to separate juveniles from adults; in addition, minors were not sent to the Rehabilitation Center for Minors in Conflict with the Law (CERMICOL) so as to keep them in the jurisdiction of their arrest while they await trial or judgement, or if the sentence is expected to be short
Increase in the number of trained medical personnel working in prisons and correctional institutions (2009/10: 40; 2010/11: 40; 2011/12: 60)	Achieved; 68 medical personnel working in prisons were trained in the reporting period
Increase in the number of corrections officers who receive training on the appropriate use of force (2009/10: 217; 2010/11: 517; 2011/12: 717)	Training on the appropriate use of force was provided to 300 new corrections officers as part of the induction training, whereby MINUSTAH assisted by mentoring the facilitators of the training. In addition, 7 officers from the Jérémie prison were trained on site as part of the daily mentoring
Decrease in the number of violent deaths of inmates within the last 12 months (2009/10: 57; 2010/11: 6; 2011/12: 3)	Achieved; no violent death of inmates in the reporting period

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Daily provision of advice and technical assistance to the Ministry of Justice and Public Security, a presidential commission, and other institutions to undertake legislative reform and establish roving justice stations to improve access to justice	Yes	Advice on a daily basis to the Ministry of Justice and Public Security, and on a weekly basis to the presidential commission, on issues including the naming of the president and members of the Court of Cassation, the installation of the Superior Council of the Judiciary and the re-establishment of the Forensics Institute; and advice to the Ministry, the presidential commission and the respective working groups on reform of the criminal code and criminal procedure code
Provision of temporary logistical and technical support to the Ministry of Justice and Public Security to operate 25 roving justice stations and key ministerial departments and courts whose premises were destroyed in the earthquake	Yes	Through the provision of temporary office space for 26 facilities, with 15 additional prefabricated structures awaiting handover, for a total of 41 structures. Of these facilities, 11 were for institutions under the Ministry of Justice and Public Security, while the other facilities were provided for tribunals throughout the country The lower output resulted from the non-establishment of roving justice stations, which was no longer a priority of the Ministry of Justice and Public Security
Weekly provision of advice and technical assistance to the Ministry of Justice and Public Security, judicial authorities at the national and local levels and international partners to coordinate international assistance to build capacity of rule-of-law institutions, prioritize efforts to strengthen the judiciary, prisons and justice sector administration and address crimes against minors and crimes related to sexual and gender-based violence, including through monthly meetings between ministry officials and representatives of donors and international institutions	Yes	Through advice on a weekly basis to staff of the Ministry of Justice and Public Security on the processing of case files, the establishment of a sector working group in charge of preparing a draft Code on Children, policy matters and improvement of logistical and human resource capacities in courts; advice to the Commissaires du Gouvernement at the tribunal levels on administrative matters; advice and technical support to the Directorate of the Prison Administration on the implementation of strategic objectives, mental health and medical issues in prisons, training and staffing needs through an induction training course for 300 recruits, policy and procedures documents, and preparations for the opening of a new prison; and advice and technical support to prison personnel on security, mental and physical health of inmates, registrar functions, and infrastructure through 5,990 visits to prisons and the Directorate of Public Administration
Weekly provision of technical assistance to the Supreme Council of the Judiciary to exercise its oversight and regulatory authority, including the certification of magistrates, and to the Magistrate's School to recruit new magistrates and	Yes	Through assistance to working groups preparing the installation of the Superior Council of the Judiciary, including the vetting process, draft internal regulations, and strategy to transfer power from the Ministry of Justice and Public Security; the organization of workshops in 7 first instance courts to train 133

train 360 judicial officers (judges, prosecutors, justices of the peace, registry clerks and bailiffs)		magistrates and police officers on crime scene management; the organization of training on sexual and gender-based violence issues for 253 magistrates and police officers in 14 jurisdictions
Weekly provision of technical support to judicial authorities to establish special judicial chambers for financial and economic crimes, kidnappings, and sexual and gender-based violence	No	The non-completion of the output was attributable to the fact that special judicial chambers were no longer a priority of the Ministry of Justice and Public Security as they were perceived to be in violation of the Haitian Constitution. Instead, mentoring was provided to 30 judges likely to be hearing corruption cases before Haitian courts
Daily provision of technical support to the Ministry of Justice and Public Security and the Ministry of Social Affairs to establish juvenile rehabilitation centres and one additional juvenile court, train 25 newly appointed magistrates and 180 lawyers, reinforce the administrative capacities of 22 legal aid offices in 18 jurisdictions, draft a law on the national legal aid system and amend the 1989 Legal Aid Bill	Yes	Through the reinforcement of administrative capacities of 18 legal aid offices prior to the suspension of the offices' activities in February 2012; the organization of a workshop for 8 lawyers to enable provision of legal assistance for minors, which permitted the Court for Children in Port-au-Prince to resume activity for the first time since 2009; and the drafting of a law on the national legal aid system that had not yet been passed by Parliament The lower output resulted from the non-implementation of planned training owing to the appointment of magistrates towards the end of the reporting period
Technical support to build the capacity of 14 designated judges on juvenile justice through monthly field visits and workshops	No	The non-completion of the output was attributable to the fact that only 6 juvenile judges worked at the various first instance courts in the country and to whom advice was provided where appropriate
Weekly provision of advice and technical assistance to 700 judicial officials (prosecutors, investigating judges, trial judges, justices of the peace, clerks, registrars) to ensure transparency and due process in judicial administration and penal proceedings	Yes	For a total of approximately 700 judicial officials and administrative staff in courts throughout the country on the registration of cases and their administration
Weekly provision of technical support to judicial institutions and the Haitian National Police to coordinate activities and practices with regard to procedures on arrest and detentions	Yes	Through mentoring and assistance provided to Haitian National Police officers at collocated stations with regard to the status of detainees and custody logs and to ensure that Haitian National Police officers contact judicial officers to clear cases of extended detention
Weekly provision of technical assistance to justice officials to organize capacity-building workshops for over 300 judicial officials (bailiffs, registrars and clerks of justice)	Yes	Through the provision of training to over 300 court clerks on the use of tools to assist with the management of evidence and the preparation of duplicates of case files, in order to avoid delays arising from the misplacement of single copies

Weekly provision of advice and technical support to the judicial inspectorate in order to improve the activities of the judicial system	Yes	Through the weekly provision of technical support to 5 staff members of the Ministry of Justice responsible for judicial inspection
Provision of technical support to the judicial system for the reorganization of the Registry	No	The non-completion of the output was attributable to the fact that, as groundwork for the reorganization of the registry during the reporting period, MINUSTAH, in conjunction with the Ministry of Justice and Public Security and UNDP, collected all forms used by all courts in the country, which were then revised or newly drafted to enable the standardization of the forms
Daily provision of advice and technical assistance to corrections officials to assess and address security, infrastructure, staffing and training needs, including through daily visits to 18 prisons and the Directorate of Prison Administration	Yes	Through regular meetings with prison officials of the Directorate of Prison Administration on security, health care issues, infrastructure and registrar practices, and through a total of 5,990 daily visits to the 16 prisons in operation
Weekly provision of advice and technical assistance to the Director of the Directorate of Prison Administration with regard to the implementation of the Strategic Development Plan	Yes	Through advice and technical assistance to the Director of the Directorate of Prison Administration on the implementation of strategic development objectives In addition: Advice to the managers (sous directeurs/directrices) of the Directorate of Prison Administration through 197 visits on security and health-care issues, infrastructure projects, preparations for the opening of the new prison and case management issues regarding women and minors
Provision of technical support to organize a three-day workshop for 40 senior correctional officers, a two-month training programme for 300 new corrections officers, a four-day workshop for 10 Directorate of Prison Administration trainers, and two 1-week workshops for 40 registrars, as well as to develop and implement a registrar's manual	Yes	Through the organization of 2 four-day workshops for 23 senior officers; a one-month training programme for 297 new corrections officers; a 10-day workshop and a 2-day workshop for a total of 11 Directorate of Prison Administration trainers; and the development and implementation of the registrar's manual in all the prisons The lower output resulted from the non-implementation of the workshops for registrars as there was no new registrar during the reporting period
Provision of technical support to the Directorate of Prison Administration to establish a medical clinic in every prison and develop policies related to inmate medical and psychological needs, with due regard for the special needs of women and children	Yes	Through the provision of technical support and assistance to the Assistant Medical Director of the Directorate of Prison Administration in order to establish medical clinics in every prison, although 3 prisons currently do not have clinics

Daily provision of advice and technical support to correctional officers to conduct security assessments, design workplans and budgets, implement programmes and conduct training	Yes	Through regular meetings with prison officials and officers of the Directorate of Prison Administration on security assessments, workplans, training, health-care issues and registrar practices, and through a total of 5,990 daily visits to prisons to mentor correctional officers
Provision of advice and technical support to Directorate of Prison Administration officials to open the new prison in Croix-des-Bouquets, through the establishment of four working committees in the areas of administration, security, prisoners' registry and health care	Yes	Through the development of 13 policies and procedures by the working committees, which were signed off by the Director of the Directorate of Prison Administration (and approved by the Minister of Justice and Public Safety)
Organization of public information advocacy and outreach campaigns to raise public awareness of detention conditions, the situation of juveniles in conflict with the law, the reform of the judicial procedure and the correctional institutions, and efforts to build the capacity of rule-of-law institutions, through publication of commemorative pamphlets and sensitization workshops in multimedia centres	6	Capacity-building workshops for judiciary actors to raise awareness on the detention conditions of prisoners
	1	Commemoration of Prisoners' Day at the 9 multimedia centres
	4	Press conferences
	3	Press releases on institutional reform achievements
	42	Web articles and social media posts
	6	Press releases
	7	Broadcasts of television programmes
	21	Radio programmes

Component 3: human rights

37. During the reporting period, the Mission continued to assist the Government to protect and advance human rights through reporting and investigating human rights violations in camps for internally displaced persons and in violence-prone areas, and building the capacity of Haiti's rule-of-law institutions to protect victims of abuse and prosecute violators. The Mission increased its number of investigations and prosecutions of alleged human rights violations committed by the Haitian National Police. The Mission increased efforts to train specialized national police officers and developed a mandatory training curriculum on sexual and gender-based violence for police cadets. Monitoring and reporting continued on human rights violations, forced returns and violations against children. More specifically, technical support was provided to the protection cluster to ensure respect for the rights of persons displaced by the earthquake, with special regard to resettlement, shelter and sexual and gender-based violence. Workshops were provided on human rights issues to corrections officers, judges, magistrates and judicial clerks.

38. The Mission also worked with non-governmental organizations to promote human rights and implement protection programmes. It worked closely with the Ombudsman Office to promote human rights, conduct investigations and improve legal protection of children by mentoring staff at the Office.

39. As mentioned in paragraph 27, during the reporting period, the Haitian Parliament ratified the 1993 Hague Convention on Protection of Children and Co-operation in Respect of Intercountry Adoption and the International Covenant on Economic, Social and Cultural Rights.

Expected accomplishment 3.1: Progress towards the promotion and protection of human rights, including those of women and children

Planned indicators of achievement	*Actual indicators of achievement*
Increase in the number of investigations and prosecutions of alleged human rights violations committed by the national police (2009: 250 investigated, 45 referred to courts; 2010: 77 investigated, 21 referred to courts; 2011: 80 investigated, 40 referred to courts)	Achieved; 94 investigated, including 56 new cases that occurred during the period, and 47 cases referred to the Chief Inspector of the Haitian National Police's internal affairs, comprising the most serious cases investigated by MINUSTAH during the reporting period. As at the end of the reporting period, 3 cases under investigation by a judge and 1 pending appeal, for a total of 13 Haitian National Police officers
Increase in the reporting of rape cases to the police (2009/10: 249 cases reported; 2010/11: 402 cases reported; 2011/12: 550 cases reported)	354 rape cases reported to the police
Implementation by four departments of the Government's National Action Plan to Combat Sexual and Gender-based Violence following its adoption in 2010/11	Preliminary advisory meetings were organized in 2 departments with local partners in order to establish a regional *table de concertation* on sexual and gender-based violence
Establishment of a country task force on monitoring and reporting on serious child rights violations	While no specific task force was established, monitoring and reporting on serious child rights violations was made through the Inter-Agency Standing Committee subcluster on child protection, which served as the country's task force, and included United Nations agencies, Government institutions and local and international non-governmental organizations
Ratification by Parliament of at least one of the three international child rights treaties yet to be ratified	Achieved; the 1993 Hague Convention on Protection of Children and Co-operation in Respect of Intercountry Adoption was adopted by the Parliament on June 2012 as a result of advocacy activities carried out during the Week of the Haitian Child

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Implementation of a public policy monitoring programme to engage civil society groups in reconstruction activities, increase accountability and transparency of the reconstruction process and foster respect for social and economic rights	Yes	Through the implementation of the Mission's public policy monitoring programme in 3 departments; specific benchmarks included the adoption of the final call for action in North-east Department, which was submitted to senior decision makers and followed up by local coordination mechanisms, the creation of 3 civil society platforms in Artibonite, and the launch of the programme in 5 communes of North Department

Daily monitoring and reporting of violations of human rights, forced returns and violations against children affected by armed violence pursuant to Security Council resolution 1612 (2005)	Yes	Through the daily monitoring of the human rights situation and the reporting of human rights violations to the Haitian authorities In addition: 4 bimonthly reports submitted to the Security Council working groups on children and armed conflict
Daily provision of technical support to the protection cluster to ensure respect for the rights of persons displaced by the earthquake, with special regard to resettlement, shelter and sexual and gender-based violence	Yes	Through daily support on data collection, social services referrals, prevention of rights violations and communications to the protection cluster and its national and international member organizations; support also provided to develop a vulnerability criteria to inform camp closures and relocation of residents; and commentary was provided on the Government's draft public housing policy
Weekly provision of technical support to help the Government develop and implement a reporting mechanism of civil and political rights-related concerns of displaced persons	Yes	Although the Government was not in a position to establish a reporting mechanism, the Mission organized a weekly presence in Camp Parc Jean-Marie Vincent to receive complaints and report on human rights concerns in a systematic manner
Weekly provision of advice and technical support to non-governmental organizations to promote human rights and implement protection programmes	Yes	Through the provision of weekly support and mentoring to civil society organizations through joint activities, training and debates in all departments where MINUSTAH has presence
Drafting of three reports on the integration of economic, social and cultural rights into national policies and actions related to the reconstruction process	3	Reports drafted on human rights-based approach to aid, access to electricity, and human rights and business In addition: The final call for actions of the North-east Department, developed in the framework of the public policy monitoring programme, included urging the local authorities to integrate economic, social and cultural rights into departmental policies
Drafting of 10 monthly reports, 1 biannual report and 5 thematic reports on the human rights situation in Haiti; 3 thematic reports on child protection issues; and 8 reports on child protection activities	10	Monthly reports
	3	Public thematic human rights reports on killings allegedly involving the Haitian National Police and on the sexual and gender-based violence situation in Haiti
	2	Internal thematic reports on lynching and on the Les Cayes trial
	1	Biannual report on the human rights situation in Haiti
	8	Reports on child protection activities
	3	Reports on child protection issues

of 7 million tons of earthquake-related debris in urban areas (representing a reduction of 70 per cent of the total amount resulting from the earthquake), and the assistance to the Government at all levels, especially the local level .n planning for emergency response, whereby 86 per cent of all municipalities had committees on disaster reduction and emergency response planning by the end of the reporting period.

41. The Mission also strengthened its coordination and partnership arrangements established with the Haitian Government (particularly with the Directorate of Civil Protection, the Office for the Coordination of Humanitarian Affairs and the United Nations country team, which contributed to the elaboration of a national contingency plan and 10 departmental plans. Furthermore, the Mission worked closely with the Directorate of Civil Protection and departmental delegates to strengthen the coordination capacity of the Directorate structures at the departmental and communal levels. The efficiency of these mechanisms was successfully tested during joint simulation exercises held at national and decentralized levels in preparation for the 2012 cyclone season. Additionally, the Mission, through its integrated pillar, supported the establishment of a new mechanism for aid/development coordination that will succeed the Interim Haiti Recovery Commission and will be implemented and led by the Government.

Expected accomplishment 4.1: Improved humanitarian situation and progress towards economic recovery, reconstruction, epidemic mitigation efforts and poverty reduction

Planned indicators of achievement	*Actual indicators of achievement*
Increase in the number of displaced persons resettled to durable shelter of the total 1.3 million living in emergency shelter in camps for internally displaced persons after the earthquake (2010/11: estimated 400,000 resettled to durable shelter; 2011/12: 1.3 million resettled to durable shelter)	As at June 2012, 1.1 million displaced persons had been resettled; the residual camp population totalled 390,276, representing a 75 per cent decline compared to the peak of displacement in July 2010
Cumulative increase in the volume of debris removed out of an estimated 15 million cubic metres of debris created by the earthquake (2010/11: 4.5 million cubic metres; 2011/12: between 7.2 and 11 million cubic metres)	As at June 2012, 7 million cubic metres (of the 10 million cubic metres of debris produced by the January 2010 earthquake) had been removed
Increase in the number of municipal committees involved in disaster reduction with emergency response plans that are established and operational (2009/10: 78; 2010/11: 125; 2011/12: 144)	125 municipal committees (out of a total of 140) established and operational

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Daily operations of military engineer companies to assist in debris removal and public infrastructure remediation activities that are necessary to ensure a secure and stable environment for relief and recovery efforts and to support the Government's resettlement strategy for displaced persons	Yes	Through assistance in the removal of over 34,571 m^3 of debris in the West Department, the repair of 118 kilometres (km) of roads, the laying of 25 km of asphalt, the supply of 9,915 litres of water, the cleaning of 17 km of ditches to facilitate drainage, the preparation of 314 m^2 of land, the demolition of 4 schools and 2 hospitals, the installation of 14 pre-fabricated building structures, and the drilling of 8 wells
Maintenance of a quick reaction capability to respond to natural and man-made disasters	Yes	Through the conduct of simulation exercises in 9 departments and at the central level, which was led by the Government Civil Protection Agency with the participation of UNDP, the Office for the Coordination of Humanitarian Affairs and MINUSTAH
Weekly provision of advice and technical assistance to the Government to ensure efficiency of international assistance to Haiti, including through coordination meetings between the Prime Minister and the Interim Haiti Reconstruction Commission	Yes	Through meetings held with the Prime Minister's Office, the Minister of Planning and External Cooperation and the group of major donors to forge a consensus on a new aid coordination framework
Weekly provision of advice and technical assistance to the Government to implement the Action Plan for National Recovery and Development, assess availability of funds and project activities and evaluate humanitarian and development needs, including through meetings with the Minister of Planning and External Cooperation and the Minister of Interior and other officials from both ministries	Yes	Through weekly meetings held with the Minister of Planning and experts from key line ministries in order to assess the capacity of their planning and evaluation units
Weekly provision of advice and technical assistance to the Government to facilitate the implementation of humanitarian and recovery activities and to enable monitoring and evaluation of progress and outputs, including through coordination meetings between the Government, local officials of departments affected by the earthquake, the Office for the Coordination of Humanitarian Affairs, the United Nations country team and non-governmental organizations	Yes	Through weekly meetings held with the Ministry of Planning and the Directorate for Civil Protection in 9 departments, and through monthly meetings in West Department, to support coordination and planning of humanitarian and recovery activities

Weekly provision of advice and technical support to the Government and local administrations to build local capacity and improve preparedness for natural disasters and epidemics (e.g., cholera) and emergency management and response capacity in all 10 departments, including through coordination meetings with the Government, members of the United Nations country team and the Office for the Coordination of Humanitarian Affairs	Yes	Through weekly meetings with the Ministry of Planning and the Directorate for Civil Protection in 9 departments, through monthly meetings in West Department and through 8 joint field assessment missions with local authorities, non-governmental organizations and the Office for the Coordination of Humanitarian Affairs to enhance the protection of vulnerable groups
Organization of weekly public information and advocacy activities to raise public awareness concerning the resettlement of displaced persons, debris removal, natural risks and disaster management in support of national institutions, including through print and broadcast outlets, soap operas to support key messages, billboards, and dissemination of posters and other relevant print material	33	Weekly television programmes
	138	Radio programmes on resettlement, debris removal, and risk and disaster management
	46	Radio programmes on environment protection
	22	Radio programmes on reconstruction
	41	Radio programmes on agriculture
	39	Radio programmes on education
	49	Radio programmes on job/employment issues
	14	Press conferences on the maintenance of a high level of security in camps for internally displaced persons
	1	Media coverage on debris removal in support of the Haitian Ministry of Transport
	125	Web articles and social media posts
	16	Press releases
	1	Multimedia partnership campaign to commemorate World Environment Day
Daily consultation with the Office for the Coordination of Humanitarian Affairs and the United Nations country team to coordinate and prioritize the use of Mission assets to provide security, engineering and logistics support to humanitarian, recovery, reconstruction and emergency preparedness efforts	Yes	Through weekly and fortnightly consultations with the Office for the Coordination of Humanitarian Affairs and the United Nations country team to discuss priority needs for humanitarian and development efforts; and regular meetings with the United Nations country team and the humanitarian country team on the use of Mission assets, especially in connection with infrastructure rehabilitation and response to the cholera epidemic
Weekly provision of technical support to cholera awareness and mitigation activities with local authorities and civil society organizations to enhance capacity in prevention and response, including information campaigns and provision of material support in partnership with State institutions and specialized agencies	Yes	Through daily technical assistance by the health cluster, at both central and local levels, on all aspects related to the cholera epidemic

Component 5: support

42. As detailed in the frameworks below, an average strength of 8,060 military contingent personnel, 2,167 formed police personnel, 1,312 United Nations police and corrections officers and 2,145 civilian staff were provided with the necessary administrative, logistical and security services in support of the implementation of the mandate of the Mission. In the delivery of the services, the component delivered various outputs, and focused on enhancing the efficiency and the effectiveness of support services. Support services included the conduct and discipline programme, personnel administration, health care for all personnel, facilities construction, renovation and maintenance, information technology and communications, air and ground transportation services, supply operations and provision of security for the Mission.

Expected accomplishment 5.1: Effective and efficient administrative, logistical, and security support to the Mission

Planned indicators of achievement	*Actual indicators of achievement*
Maintenance of access to medical services 24 hours a day, 7 days a week, for all MINUSTAH personnel in Port-au-Prince (2009/10: 12 hours, 6 days; 2010/11: 24 hours, 7 days; 2011/12: 24 hours, 7 days)	Achieved; maintenance of medical services 24 hours a day, 7 days a week, for all MINUSTAH personnel in Port-au-Prince
Maintenance of access to medical services during working hours and on call after working hours to all MINUSTAH personnel in the regions (2009/10: 8 hours, 5 days; 2010/11: 8 hours, 5 days; 2011/12: 8 hours, 5 days)	Achieved; maintenance of access to primary health care 8 hours a day, 5 days a week, and on call after working hours, in the regions
Reduced time frame for the issuance of customs franchises to within 1.5 days (2009/10: 3 days; 2010/11: 2 days; 2011/12: 1.5 days)	Achieved; average time frame reduced to one working day
Operation of a 24/7 query response system, which is available 24 hours a day, 7 days a week, in the Liaison and Support Centre in Santo Domingo to ensure that administrative services queries are responded to within 48 hours (2010/11: 48 hours; 2011/12: 36 hours)	Achieved; improved communications through the implementation of the Santo Domingo Support Office duty officer process flow, whereby queries are communicated to relevant services in the Office through focal points in each section

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Service improvements		
Provision of medical care on a 24-hours-a-day/7-days-a-week basis to all MINUSTAH personnel in Port-au-Prince and on an 8-hours-a-day/5-days-a-week basis during working hours and on call	Yes	In Port-au-Prince, through a level-I clinic. In the 3 regional headquarters (Cap-Haïtien, Les Cayes and Gonaïves), through level-I clinics during working hours and level-I clinics provided by a troop-contributing country after working hours; complicated health cases

after working hours to all MINUSTAH personnel in the regions		and emergencies were referred to Port-au-Prince for further consultation and treatment. In Santo Domingo, ambulance service was provided
Authorization of additional approving capacity in order to increase responsiveness in raising and issuing customs franchise requests to clearing agents, for customs clearance of all equipment and material imports for MINUSTAH, including United Nations-owned equipment, contingent-owned equipment and contractor-provided equipment	No	The non-completion of the output (the number of authorized signatories was maintained at five) was attributable to the introduction of signature stamps, which enabled authorized personnel to process customs franchises when the authorized signatories were unavailable and thus facilitated the process of issuing customs franchises
Streamlining of the Contact Centre in Santo Domingo so that it is tightly linked with the decentralized mission support structure in Haiti to provide for an efficient response system on requests/queries for administrative services (finance, personnel, procurement, contracts management, staff counselling, support to United Nations Volunteers and integrated training)	Yes	A strategic review of the Santo Domingo Support Office was undertaken to define a cost-effective and operationally efficient system for the delivery of services. The review determined that some functions should remain in Santo Domingo, while others should be returned to Port-au-Prince
Military, police and civilian personnel		
Emplacement, rotation and repatriation of an average strength of 8,940 military contingent personnel, 2,940 formed police personnel and 1,451 United Nations police officers (including 100 seconded Corrections Officers)	8 060	Military contingent personnel (average strength)
	2 167	Formed police personnel (average strength)
	1 312	United Nations police officers, including 76 seconded corrections officers (average strength)
		The lower number of military and police personnel was attributable to the partial drawdown of personnel, in line with Security Council resolution 2012 (2011)
Storage and supply of rations and water for an average strength of 8,816 military contingent personnel and 2,940 formed police personnel in 40 locations	Yes	Storage and supply of rations and water for an average strength of 8,040 military contingent personnel (excluding staff officers) and 2,167 formed police personnel in 36 locations
Storage and supply of 280,210 litres of diesel fuel and kerosene for cooking purposes in support of approximately 2,940 military contingent personnel and 855 formed police personnel in 9 locations	247 060	Litres of diesel fuel and kerosene for cooking purposes in support of approximately 2,918 military contingent personnel and 1,200 formed police personnel in 20 locations
		The lower consumption of fuel was attributable to the usage of waste aviation fuel that was downgraded to kerosene for cooking purposes

Implementation of a conduct and discipline programme for all military, police and civilian personnel including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred	Yes	Through induction training for 4,510 military, police and civilian personnel, 13 assessment visits, a visit by Mission senior management to every office reminding all personnel of their responsibilities to uphold the highest standards of conduct, remedial actions taken, when possible and appropriate, with the assistance of Haitian authorities, and a video on conduct and discipline disseminated to all personnel Additionally, 137 military, police and civilian focal points were trained to ensure that preventive measures were in place throughout the Mission area of operations
Facilities and infrastructure		
Operation and maintenance of 84 water supply sources and 36 United Nations-owned water purification plants in 15 locations and 1 water bottling plant in Port-au-Prince	65	Water supply sources The lower number was attributable to the abandonment of 18 wells owing to depleted water tables, the collapse of wells and the closure of a camp in Pignon
	40	United Nations-owned water purification plants in 17 locations
	1	Water bottling plant
Installation and operation of 20 wastewater treatment plants in Port-au-Prince and the regions	25	Wastewater treatment plants The higher number was attributable to the installation of 5 additional units on sites where a conventional wastewater treatment or field drains were not feasible owing to poor ground absorption capacity
Operation and maintenance of 260 United Nations-owned generators, 103 United Nations-owned light towers and 19 United Nations-owned welding generators	260	Generators
	103	Light towers
	19	Welding generators
Maintenance and renovation of 20 km of asphalt roads in Port-au-Prince and 50 km of gravel road Mission-wide and 5 bridges	20	Kilometres of asphalt road
	50	Kilometres of gravel road
	5	Bridges
Creation of 12 web-based map services using an ARCGIS server for Mission-specific clients (i.e. military, police personnel, maritime deployment teams, etc.)	3	Web-based map services The lower output was attributable to the non-requirement to develop additional services as 10 existing web-based applications were updated to comply with the new software
Maintenance of the Geographical Information System (GIS), including the update and creation of 35 data sets and production of 10,000 GIS maps	35	Data sets updated
	8 100	GIS maps produced The lower output was attributable to the availability of maps online

Maintenance of 5 airfields and 12 helicopter landing sites	5	Airfields
	14	Helicopter landing sites The higher number was attributable to the decentralization of air assets resulting in the establishment of additional sites in Les Cayes and Saint Marc
Maintenance and operation of premises at four land border locations and four maritime border locations	3	Land border locations The lower number was attributable to the handover of premises in Ouanaminthe to the property owner
	5	Maritime border The higher number was attributable to the need to maintain the premises in Killick, which was not planned
Management of camp services for staff accommodation in 150 MINUSTAH premises comprising 50 military sites, 19 United Nations formed police sites, 43 civilian staff premises, 9 United Nations police premises and 29 United Nations police co-locations, including cleaning, pest and vector control, grounds maintenance, septic tank maintenance, laundry, solid waste management, hazardous waste disposal, minor building maintenance and repair, and plant and equipment maintenance and repair	138	Premises and locations, comprising 44 military sites, 14 formed police sites, 44 civilian staff premises, 8 United Nations police premises and 28 United Nations co-locations The lower number was attributable to the closure and handover of premises to the landlord, in line with the drawdown of uniformed personnel
Storage and supply of 16.6 million litres of petrol, oil and lubricants for 260 United Nations-owned generators, 103 United Nations-owned light towers, 19 United Nations-owned welding generators and 763 contingent-owned generators	13.3	Million litres of petrol, oil and lubricants for 260 United Nations-owned generators, 103 United Nations-owned light towers, 19 United Nations-owned welding generators and 519 contingent-owned generators The lower number of contingent-owned generators was attributable to the drawdown of uniformed personnel
Ground transportation		
Operation and maintenance of 1,614 vehicles, including 14 armoured vehicles, 4 trailers, and 133 vehicle attachments, through 11 workshops in 11 locations	1 641	Vehicles, including 17 armoured vehicles, 4 trailers and 128 vehicle attachments, in 11 workshops in 11 locations The higher number was attributable to the net change between the replacement/acquisition of vehicles and the write-off/disposal of vehicles during the reporting period

Operation of a daily shuttle service in Port-au-Prince, 7 days a week, for an average of 1,200 personnel (international and national staff, United Nations Volunteers, United Nations police personnel, military staff officers and corrections officers)	Yes	For a daily average of 599 passengers The lower number was attributable to the partial drawdown of mission personnel
Air transportation		
Management and operation of 2 fixed-wing aircraft (1 military and 1 civilian) and 10 rotary-wing aircraft (6 military and 4 civilian) in 5 airfields and 12 helicopter landing sites	2	Fixed-wing civilian aircraft, one of which was terminated in March 2012
	10	Rotary-wing aircraft, comprising 6 military and 4 civilian (one of which was terminated in March 2012)
Storage and supply of 4.1 million litres of aviation fuel for 2 fixed-wing and 10 rotary-wing aircraft	2.2	Million litres of aviation fuel The lower number resulted from lower actual flight hours owing to the termination of 2 aircraft (1 fixed-wing and 1 rotary-wing) in March 2012 and the intermittent unserviceability of 2 Bell-212 military helicopters during the reporting period
Maintenance of the capability for simultaneous deployment of aircraft to 3 temporary operating bases in the regions	Yes	Through the capability for deployment if necessary
Provision of 24-hour aviation operations support, including search and rescue, casualty and medical evacuations, night flight operations, and military reconnaissance flights	Yes	Through medical evacuation and military support capability 24 hours a day, 7 days a week
Naval transportation		
Operation and maintenance of 16 contingent-owned naval vessels and 12 zodiac boats	16	Contingent-owned naval vessels
	12	Zodiac boats
Storage and supply of 647,584 litres of petrol for 16 contingent-owned naval vessels and 12 zodiac boats	182 020	Litres of petrol for 16 contingent-owned naval vessels and 8 zodiac boats The lower number resulted from the closure of one maritime headquarters at Port Salut, leaving MINUSTAH with three maritime detachments at Jacmel (South), Gonaives (Central) and Fort Liberte (North)
Communications		
Support and maintenance of a satellite network consisting of 2 earth station hubs to provide voice, fax, video and data	1	Satellite network consisting of 2 earth station hubs
	26	VSAT systems

communications; 27 very small aperture terminal (VSAT) systems; and 40 telephone exchanges to provide voice, fax, video, data communications, disaster recovery and business continuity services for 3,158 users and 123 microwave links	45	Telephone exchanges for 3,066 users The higher number was attributable to the inclusion of 5 equipment written-off but pending disposal
	123	Microwave links
Support and maintenance of an ultra-high frequency (UHF) network consisting of 1,823 mobile radios and 3,561 hand-held radios, 780 trunking mobile radios and 3,400 trunking hand-held radios	1 811	Mobile radios
	3 529	Hand-held radios
	548	Trunking mobile radios The lower number was attributable to the non-requirement for additional acquisition in the reporting period
	3 671	Trunking hand-held radios The higher number was attributable to the inclusion of equipment scheduled for write-off and disposal during the reporting period
Support and maintenance of a high frequency (HF) network consisting of 893 mobile radios with a global positioning system (GPS) option and 134 base stations (data-capable)	1 042	Mobile radios The higher number was attributable to the inclusion of 239 items of equipment pending write-off and disposal by the end of the reporting period
	106	Base stations The lower number was attributable to the replacement of HF radios, where topographical terrain permitted, with more technologically advanced equipment
Support and maintenance of 13 communications centres throughout Haiti	13	Communication centres
Support and maintenance of 25 communications sites to enhance microwave, ultra-high and high frequency network coverage throughout Haiti	25	Communication sites
Information technology		
Support and maintenance of 159 servers, 3,650 desktop computers, 1,346 laptop computers, 197 printers and 258 digital senders	84	Servers The lower number was attributable to the implementation of the server virtualization project that enabled the effective utilization of server hardware and enhanced server network and disaster recovery planning
	3 798	Desktop computers
	1 772	Laptop computers

	252	Printers
		The higher numbers of desktop and laptop computers as well as printers were attributable to the inclusion of equipment that were in the process of write-off action but pending disposal
	250	Digital senders
Support and maintenance of local area networks (LAN) and wide area networks (WAN) for 4,400 users	Yes	For 4,379 users
Support and maintenance of three disaster recovery sites (Santo Domingo — tier II, Mission headquarters — tier I, logistics yard — tier I)	3	Disaster recovery sites
Medical		
Operation and maintenance of a level II hospital in Port-au-Prince, 33 level I clinics and 3 dispensaries providing medical services to all Mission personnel and to staff of other United Nations agencies in cases of emergency	1	Level II hospital
	27	Level I clinics, comprising 26 contingent-owned and 1 United Nations-owned
		The lower number resulted from the partial drawdown of uniformed personnel, including 5 medical contingent units
	3	Dispensaries
Monitoring of epidemiological indicators, such as incidents of cholera, malaria, pandemic flu, dengue fever, etc., in conjunction with United Nations agencies, funds and programme	Yes	Through the weekly report of infectious and non-infectious diseases submitted by the level I clinics and the level II hospital, as well as reports from the World Health Organization
Maintenance of a central laboratory in Port-au-Prince and three basic laboratories, in Cap-Haïtien, Gonaïves and Les Cayes	1	Central laboratory in Port-au-Prince
	3	Basic laboratories in the regions
Maintenance of Mission-wide land and air evacuation arrangements for all Mission personnel, including strategic air evacuation from level I facilities to the level II hospital, and from the level II hospital to level III and level IV facilities	Yes	A total of 150 medical evacuations arranged (86 internal to level II hospital and 64 external to level III facilities)
Security		
Provision of security services 24 hours a day, 7 days a week, for an average of 124 military staff officers, 1,451 United Nations police officers (including 100	Yes	Through the provision of security services 24 hours a day, 7 days a week

seconded Corrections Officers), 668 international staff, 277 United Nations Volunteers and 1,532 national staff, including close protection of senior mission staff and visiting high-level officials, as well as for United Nations facilities and sites		
Mission-wide site security assessments, including residential surveys for 1,200 residences	Yes	Survey of 72 active office locations, 40 closed office locations pending removal of United Nations equipment, and 311 residences, comprising those of MINUSTAH and other United Nations entities The lower number of residences was attributable to the survey of multi-household premises that required only one clearance
Conduct of a total of 24 information sessions on security awareness and contingency plans for all Mission staff	150	Information sessions The higher output was attributable to the increased frequency of sessions following incidents of robbery and home invasion
Implementation of fire safety services for airfield and helicopter landing sites throughout the Mission area	Yes	Through the provision of fire trucks and fire equipment and trained contracted firefighters at each site
Induction security training and primary fire training/drills for all new Mission staff, as well as basic firefighting refresher courses for all security staff and fire wardens in the Mission	Yes	Through 52 induction security training courses and 24 fire training sessions in Port-au-Prince for all new Mission personnel, as well as monthly firefighting refresher courses for in-house fire personnel The lower output resulted from the non-implementation of training sessions for fire wardens mission-wide owing to the insufficient number of personnel in the Fire Unit
Conduct of security prevention campaigns through daily security patrols to ensure compliance with security measures, such as out-of-bounds locations or movement restrictions and in response to security emergencies	Yes	Through daily security patrols
Implementation and update of the country security plan	Yes	Country security plan updated in June 2012
Investigation of all incidents involving third-party liability for the Mission and/or its personnel, road traffic accidents, loss of United Nations-owned equipment, injuries or death of Mission personnel and misconduct	Yes	A total of 1,464 investigations undertaken, comprising 1,363 traffic accidents, 91 cases of loss of United Nations-owned equipment, 1 case of work-related injury of United Nations staff and 9 cases of misconduct

III. Resource performance

A. Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2011 to 30 June 2012.)

Category	Apportionment (1)	Expenditure (2)	Variance Amount (3)=(1)-(2)	Variance Percentage (4)=(3)÷(1)
Military and police personnel				
Military observers	–	–	–	–
Military contingents	233 522.3	226 377.7	7 144.6	3.1
United Nations police	80 685.1	75 583.0	5 102.1	6.3
Formed police units	63 770.5	60 913.8	2 856.7	4.5
Subtotal	**377 977.9**	**362 874.5**	**15 103.4**	**4.0**
Civilian personnel				
International staff	95 264.1	84 606.0	10 658.1	11.2
National staff	34 838.3	37 666.4	(2 828.1)	(8.1)
United Nations Volunteers	12 571.2	10 938.5	1 632.7	13.0
General temporary assistance	27 674.8	27 653.8	21.0	0.1
Subtotal	**170 348.4**	**160 864.7**	**9 483.7**	**5.6**
Operational costs				
Government-provided personnel	4 635.0	4 310.3	324.7	7.0
Civilian electoral observers	–	–	–	–
Consultants	626.4	1 376.4	(750.0)	(119.7)
Official travel	7 745.3	3 621.0	4 124.3	53.2
Facilities and infrastructure	121 037.6	101 294.0	19 743.6	16.3
Ground transportation	12 796.5	15 196.1	(2 399.6)	(18.8)
Air transportation	26 767.2	25 961.2	806.0	3.0
Naval transportation	964.5	628.0	336.5	34.9
Communications	30 185.1	25 319.8	4 865.3	16.1
Information technology	6 336.4	6 679.0	(342.6)	(5.4)
Medical	8 641.5	8 511.9	129.6	1.5
Special equipment	4 909.4	3 823.3	1 086.1	22.1
Other supplies, services and equipment	13 045.9	11 845.0	1 200.9	9.2
Quick-impact projects	7 500.0	7 463.4	36.6	0.5
Subtotal	**245 190.8**	**216 029.4**	**29 161.4**	**11.9**
Gross requirements	**793 517.1**	**739 768.6**	**53 748.5**	**6.8**
Staff assessment income	18 070.0	17 245.5	824.5	4.6
Net requirements	**775 447.1**	**722 523.1**	**52 924.0**	**6.8**
Voluntary contributions in kind (budgeted)	–	–	–	–
Total requirements	**793 517.1**	**739 768.6**	**53 748.5**	**6.8**

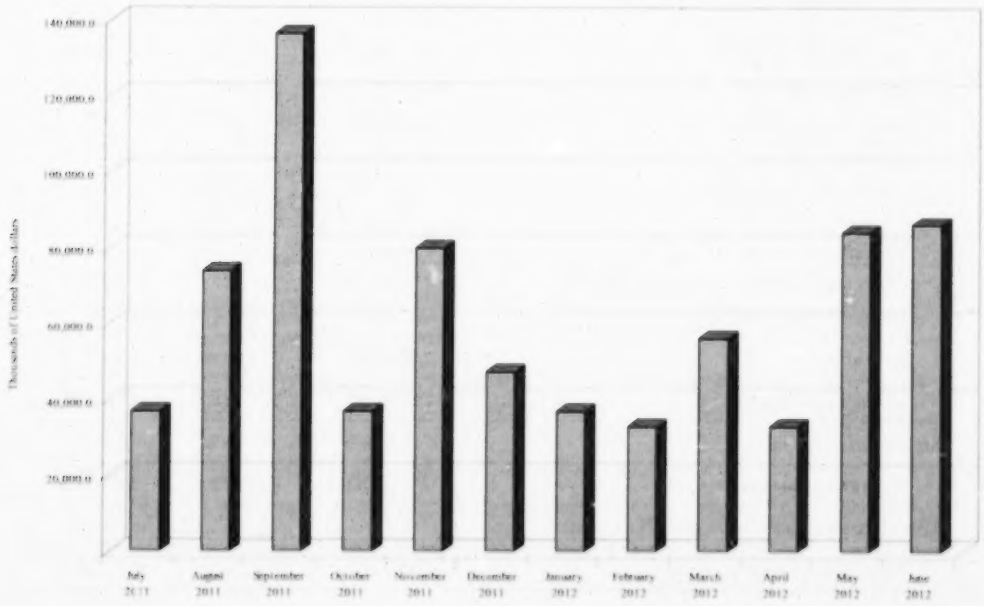
B. Summary information on redeployments across groups

(Thousands of United States dollars)

Group	Appropriation		
	Original distribution	*Redeployment*	*Revised distribution*
I. Military and police personnel	377 977.9	(197.7)	377 780.2
II. Civilian personnel	170 348.4	15 210.1	185 558.5
III. Operational costs	245 190.8	(15 012.4)	230 178.4
Total	**793 517.1**	–	**793 517.1**
Percentage of redeployment to total appropriation			1.9

43. Redeployment of funds was undertaken primarily to meet additional requirements related to: (a) the revision of the salary scales for National Professional Officers and national General Service staff effective 1 October 2011; and (b) the higher average incumbency of 147 international temporary personnel, compared with 135 budgeted. The redeployment was made possible by reduced requirements related to the partial drawdown of the Mission's post-earthquake surge capacities, which resulted in unutilized balances under military and police personnel and operational costs. Although the expenditure class for international staff ultimately had an unspent balance of $10.7 million, funds were not redeployed from within the expenditure group for civilian personnel owing to expectations that final adjustments and charges will be made to international staff salaries and related costs as part of the closure of the accounts.

C. Monthly expenditure pattern



44. The higher expenditures in September 2011 were attributable to obligations raised to cover reimbursements to troop-contributing and formed police-contributing Governments for troop and formed police personnel costs, major equipment and self-sustainment.

D. Other income and adjustments

(Thousands of United States dollars)

Category	*Amount*
Interest income	2 003.1
Other/miscellaneous income	2 714.9
Prior-period adjustments	(1.7)
Cancellation of prior-period obligations	13 478.7
Total	**18 195.0**

E. Expenditure for contingent-owned equipment: major equipment and self-sustainment

(Thousands of United States dollars)

Category	*Expenditure*
Major equipment	
Military contingents	42 573.4
Formed police units	10 492.4
Subtotal	**53 065.8**
Self-sustainment	
Facilities and infrastructure	22 812.3
Communications	8 447.6
Medical	6 394.7
Special equipment	3 811.7
Subtotal	**41 466.3**
Total	**94 532.1**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.1	1 June 2004	–
Intensified operational condition factor	1.3	1 June 2004	–
Hostile action/forced abandonment factor	1.0	1 June 2004	–
B. Applicable to home country			
Incremental transportation factor	0.3-5.8		

F. Value of non-budgeted contributions

(Thousands of United States dollars)

Category	*Actual value*
Status-of-forces agreement[a]	5 090.4
Voluntary contributions in kind (non-budgeted)	-
Total	**5 090.4**

[a] Estimated rental value of Government-provided land and premises.

IV. Analysis of variances[1]

	Variance	
Military contingents	$7 144.6	3.1%

45. The unspent balance was attributable to the phased drawdown of military personnel, resulting in the lower average deployment of military contingent personnel (actual of 8,060 personnel compared with the 8,672 planned). The phased drawdown entailed the repatriation of 1,600 military personnel, pursuant to Security Council resolution 2012 (2011). The unspent balance was partly offset by: (a) additional requirements for freight costs related to the repatriation of contingent-owned equipment in line with the phased drawdown; and (b) increases in standard reimbursement rates to troop-contributing countries for contingent-owned equipment in accordance with General Assembly resolution 65/292 of 30 June 2011.

	Variance	
United Nations police	$5 102.1	6.3%

46. The unspent balance was primarily attributable to: (a) fewer rotation trips resulting from the extension of the tour of duty of some United Nations police personnel from 6 to 9 months; and (b) the lower average deployment of 1,236 United Nations police personnel compared with 1,283 budgeted.

	Variance	
Formed police units	$2 856.7	4.5%

47. The unspent balance was attributable to the phased drawdown of police personnel, resulting in the lower average deployment of formed police personnel (actual of 2,167 compared with the 2,352 planned). The phased drawdown entailed the reduction by 1,150 in the authorized level of police personnel resulting in the repatriation of 600 formed police personnel, pursuant to Security Council resolution 2012 (2011). The unspent balance was partly offset by: (a) additional requirements for freight costs related to the repatriation of formed police-owned equipment in line with the phased drawdown; and (b) increases in standard reimbursement rates to

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

police-contributing countries for formed police-owned equipment in accordance with General Assembly resolution 65/292 of 30 June 2011.

	Variance	
International staff	$10 658.1	11.2%

48. The unspent balance was primarily attributable to: (a) the implementation of a recruitment freeze for the period from December 2011 through June 2012 in line with the partial drawdown of the Mission's post-earthquake surge capacities, resulting in the lower average incumbency of 417 international staff compared with 428 budgeted; (b) the discontinuance of the provision for hazardous duty station allowances to civilian staff effective 1 March 2011; and (c) reduced requirements for mission subsistence allowances to Field Service staff.

	Variance	
National staff	($2 828.1)	(8.1%)

49. The additional requirements were attributable to the revision of the salary scales for National Professional Officers and national General Service staff effective 1 October 2011, which were partly offset by reduced requirements related to the discontinuance of the provision for hazardous duty station allowances to civilian staff effective 1 March 2011.

	Variance	
United Nations Volunteers	$1 632.7	13.0%

50. The unspent balance was attributable to the implementation of a recruitment freeze for the period from December 2011 through June 2012, in connection with the partial drawdown of the Mission's post-earthquake surge capacities. As a result, the average incumbency of 226 United Nations Volunteers was lower than the budgeted incumbency of 249 personnel.

	Variance	
Government-provided personnel	$324.7	7.0%

51. The unspent balance was primarily attributable to the non-submission of travel claims by the end of the reporting period or travel claims with residual balances that remained unclaimed.

	Variance	
Consultants	($750.0)	(119.7%)

52. The additional requirements were attributable to fees for external legal services arising from judicial challenges faced by the Mission, for which no provision had been made. The variance was partly offset by reduced requirements for training consultants, owing to management initiatives to increase the use of web-based training in lieu of training requiring external resources, and the cancellation and postponement of planned training activities in the areas of medical, rule of law,

movement control, human resources development, and information technology owing to the unavailability of consultants.

	Variance	
Official travel	$4 124.3	53.2%

53. The unspent balance was primarily attributable to the implementation of new measures to manage and minimize travel within the mission area through the utilization of videoconferencing facilities, when feasible, and limiting within-mission travel on an exceptional basis only.

	Variance	
Facilities and infrastructure	$19 743.6	16.3%

54. The unspent balance was primarily attributable to reduced requirements for: (a) security services, construction, alteration/renovation services, maintenance supplies and rental of premises owing to the reconfiguration of 8 civilian and military bases following the partial drawdown of personnel and the cancellation of plans to establish regional headquarters in Port-de-Paix, Fort Liberte and Cap-Haitien; (b) residential security services based on actual claims submitted by United Nations police personnel; and (c) reimbursements to troop- and police-contributing countries for self-sustainment owing to the partial drawdown of uniformed personnel. The unspent balance was partly offset by additional requirements for: (a) maintenance services attributable to the increased frequency of waste disposal services in line with the implementation of the wastewater management action plan following the cholera outbreak; and (b) petrol, oil and lubricants, owing to the higher average cost of fuel of $0.98 per litre compared to the budgeted cost of $0.65 per litre.

	Variance	
Ground transportation	($2 399.6)	(18.8%)

55. The additional requirements were primarily attributable to: (a) the settlement of outstanding charges related to the previous period for the shipment of vehicles and the acquisition of three additional fire trucks, for which no provision had been made; (b) petrol, oil and lubricants, owing to the higher average cost of fuel of $0.98 per litre compared to the budgeted cost of $0.65 per litre; and (c) spare parts, owing to the extension of the replacement cycle of light passenger vehicles by one year and by an additional 20,000 kilometres. The variance was partly offset by reduced requirements for: (a) repairs and maintenance owing to increased utilization of in-house resources; and (b) liability insurance owing to the non-requirement for local insurance, provision for which had been made in periods subsequent to the earthquake.

	Variance	
Air transportation	$806.0	3.0%

56. The unspent balance was primarily attributable to the reduction of the aviation fleet by 1 fixed-wing aircraft and 1 rotary-wing aircraft in March 2012, owing to the

modification of scheduled flight services and the establishment of new procedures for special flight requests. The variance was partly offset by additional requirements for petrol, oil and lubricants, owing to the higher average cost of aviation fuel of $1.30 per litre compared to the budgeted cost of $1 per litre.

	Variance	
Naval transportation	$336.5	34.9%

57. The unspent balance was primarily attributable to reduced requirements for fuel delivery to Jeremie as a result of increased fuel storage capacity in the fuel tanks, as well as for petrol, oil and lubricants, owing to the reduction in maritime patrol operations following the repatriation of a maritime contingent.

	Variance	
Communications	$4 865.3	16.1%

58. The unspent balance was primarily attributable to reduced requirements for: (a) public information services owing to the cancellation of the contract with the United Nations Office for Project Services for multimedia centres and related activities, for which provision had been made, and the use of in-house resources to provide the related services instead; (b) reimbursements to troop- and police-contributing countries for self-sustainment owing to the partial drawdown of uniformed personnel; and (c) commercial communications owing to delays in the establishment of leased lines between Port-au-Prince and the United Nations Logistics Base, lower prorated charges for the global satellite transponder lease, lower costs for the provision of Internet and mobile telephone services through newly negotiated contractual terms, and lower usage of emergency communications terminals.

	Variance	
Information technology	($342.6)	(5.4%)

59. The additional requirements were attributable to the acquisition of information technology services, owing mainly to requirements to revise existing systems to support the implementation of IPSAS in the 2012/13 period.

	Variance	
Medical	$129.6	1.5%

60. The unspent balance was primarily attributable to reduced requirements for reimbursements to troop- and police-contributing countries for self-sustainment owing to the partial drawdown of uniformed personnel.

	Variance	
Special equipment	$1 086.1	22.1%

61. The unspent balance was primarily attributable to reduced requirements for reimbursements to troop- and police-contributing countries for self-sustainment

owing to the partial drawdown of uniformed personnel and lower levels of self-sustainment capabilities compared with the memorandums of understanding.

		Variance	
Other supplies, services and equipment		$1 200.9	9.2%

62. The unspent balance was primarily attributable to reduced requirements for: (a) rations owing to the non-utilization of the provision for the emergency reserve for rations and bottled water, since the existing reserve and bottled water provided through the Mission's water purification plants were adequate to meet the Mission's needs; and (b) other services, owing to the cancellation of the contract for laundry services at Mission Accommodation Camp 1 and reduced requirements for hazardous waste disposal.

V. Actions to be taken by the General Assembly

63. **The actions to be taken by the General Assembly in connection with the financing of MINUSTAH are:**

(a) **To decide on the treatment of the unencumbered balance of $53,748,500 with respect to the period from 1 July 2011 to 30 June 2012;**

(b) **To decide on the treatment of other income for the period ended 30 June 2012 amounting to $18,195,000 from interest income ($2,003,100), other/miscellaneous income ($2,714,900) and cancellation of prior-period obligations ($13,478,700), offset by prior-period adjustments ($1,700).**

VI. Summary of follow-up action taken to implement the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly

Advisory Committee on Administrative and Budgetary Questions

(A/66/718)

Request	*Response*
To facilitate an assessment of the impact of efficiency measures on budget implementation, the Advisory Committee is of the view that, where applicable, in the context of the analysis of variances, budget performance reports should include details of savings resulting from the implementation of efficiency measures. (para. 19)	Details of savings resulting from the implementation of efficiency measures have been reflected in the analysis of variances where applicable. Initiatives undertaken to address efficiency of operations have resulted in savings of $7.9 million, comprising official travel ($3.7 million), air transportation ($1.6 million), communications ($1.1 million), ground transportation ($0.6 million), military contingents ($0.4 million) and other expenditure classes ($0.5 million)
The Advisory Committee is of the view that, in the preparation of the budget performance reports for the 2011/12 period, a distinction must be made between any savings which derive from the implementation of efficiency measures and underexpenditures resulting from other factors. (para. 23)	The present report has been prepared distinguishing the implementation of efficiency gains (as reflected above) from underexpenditures, such as those resulting from the partial drawdown of the Mission uniformed personnel ($34.2 million)

(A/66/718/Add.1)

Request	*Response*
The Advisory Committee welcomes the accomplishments of the programme for quick-impact projects in addressing gaps in the recovery and reconstruction of the country and improving the image of MINUSTAH among local communities. The Committee looks forward to receiving the final report on the evaluation of the programme and lessons learned in the context of the next budget performance report. (para. 40)	As at the time of the preparation of the present report, the Mission is still in the process of finalizing the report. The executive summary of the latest draft of the report is as follows The evaluation study of MINUSTAH quick-impact projects programme suggests that the quick-impact projects programme has been very successful in Haiti. Since 2004, MINUSTAH has consistently demonstrated the institutional capacity to implement quick-impact projects by effectively allocating full programme resources to provide more-than-needed public services to poor and remote areas where other aid mainstreams are deficient. Quick-impact projects brought noticeable changes in the daily lives of beneficiaries. With regard to public institutions, they offered the opportunity to

Request	*Response*
	function better and created the conditions for improved public service delivery. There was almost unanimous recognition among interviewed target groups that the country would have been worse off without MINUSTAH. Even the interviewees who had a negative perception of the Mission did not contradict the relevance and the usefulness of quick-impact projects. However, better planning, a revision of the mechanism supporting quick-impact projects, and a redefinition of the administrative and financial management framework involving quick-impact projects and trust fund, the Quick-Impact Projects Unit and quick-impact project focal points, are fundamental to keeping the programme effective